

rsday July 25 1991

orn away
ites Andrew Hill

Country	Capital	Population	Area
Austria	Vienna	7.5m	80,000
Belgium	Spruce	9.5m	32,000
Bulgaria	Sofia	8.5m	110,000
Cyprus	Nicosia	0.7m	9,000
Denmark	Copenhagen	5.2m	20,000
Egypt	Cairo	7.5m	1,000,000
Finland	Helsinki	5.2m	32,000
France	Paris	57.5m	550,000
Germany	Bonn	65.5m	350,000
Greece	Athens	10.5m	130,000
Hungary	Budapest	10.5m	95,000
Iceland	Reykjavik	0.2m	10,000
Ireland	Dublin	3.5m	75,000
Italy	Rome	56.5m	300,000
Japan	Tokyo	125m	378,000
Malta	Valletta	0.3m	3,000
Netherlands	Amsterdam	15.5m	40,000
Norway	Oslo	4.2m	25,000
Poland	Warsaw	38.5m	200,000
Portugal	Lisbon	10.5m	75,000
Romania	Bucharest	22.5m	120,000
Russia	Moscow	140m	1,000,000
Spain	Madrid	39.5m	85,000
Sweden	Stockholm	8.5m	50,000
Switzerland	Bern	6.5m	40,000
Ukraine	Kiev	50.5m	200,000
United Kingdom	London	55.5m	250,000
Yugoslavia	Belgrade	22.5m	200,000

FT No. 31,514
© THE FINANCIAL TIMES LIMITED 1991

EUROPE'S BUSINESS NEWSPAPER

FINANCIAL TIMES

Friday July 26 1991

GOLD

Has the market
lost its lustre?

Page 24

D 8523A

World News

Individuals implicated in Japanese scandal

The Japanese financial community was abuzz with speculation after the Ministry of Finance revealed that individuals as well as companies received up to Y128bn (934m) from stockholders to compensate them for trading losses. Page 14: Japanese bank rocked, Page 3

Yugoslav violence flares
At least nine soldiers from Croatia's national guard were killed and 17 wounded in their barracks at Erdut when Yugoslav army tanks fired on them from neighbouring Serbia. Page 14

Iraq deadlines failure
The US declared that Iraq had failed to meet its deadline to give United Nations inspectors full details of its nuclear facilities. But Washington played down previous hints that it would take military action against Baghdad. Page 14

UK fishing ruling
The European Court of Justice in Luxembourg overruled a British act of parliament for the first time over a ban on Spanish trawlers operating in UK waters. Page 14

Italian election warning
Italy's socialist party leader, Bettino Craxi, rejected Christian Democratic plans for electoral reform and warned that his party might pull out of the four-party coalition government, triggering early elections. Page 2

Murderer executed
A man convicted of murdering 24 people in gang warfare, kidnappings and armed robbery since 1986 was executed in central Taiwan. Page 18

Car bomb injuries 15
A car bomb exploded outside a civil guard barracks in the Basque border town of Irún, injuring 15 people. Page 18

Airline alert
A Delta Air Lines Boeing 767 airliner, flying from Manchester to Atlanta, Georgia, with 193 passengers on board, landed at Shannon airport in the Irish Republic after one engine was shut down over the Atlantic.

Bulgarian reactor plan
Bulgaria is to switch on a new nuclear reactor at its troubled Kozloduy plant near the Romanian border, despite a report from the International Atomic Energy Agency (IAEA) ruling the plant's two oldest reactors unsafe and staff as inadequately trained. Page 17

Menezia relation hunted
Amalia Yoma, 37, sister-in-law and former aide to Argentine president Carlos Menem, fled her Buenos Aires home shortly after she was indicted in a drug money laundering case. Page 4

Polish discontent
Nearly one in four Poles think the old Communist regime has been replaced by a Solidarnosc dictatorship, an opinion poll showed.

Madagascar violence
Police used teargas to disperse large crowds, injuring five people, when crowds clashed with security forces who were arresting an opposition leader in Madagascar's capital. Page 18

Weekend FT
Tomorrow: Cowes, where bank managers rub hulls with the blazerati

Any old iron? The growing market for golf memorabilia

Business Summary

US airlines' profits hit by price discounting

Profit figures from two of the three largest US airlines yesterday underlined the industry's continuing difficulties in the second quarter of 1991.

United and Delta said some traffic had not recovered from the Gulf situation and profitability was depressed by widespread fare promotions. United made a net profit of \$52.7m sharply below 1990's \$145.2m. Delta's net profit was \$19.2m in its fourth quarter, compared with \$74.1m. Page 18

DIGITAL Equipment, the second largest US computer manufacturer, announced a fourth-quarter net loss of \$87.1m as it took a \$1.1bn special charge to cover the cost of a sharp reduction in its workforce and plants. It compared with losses of \$257m, after special charges, in 1990. Page 15

NOKSKY Hydro, the Norwegian oil, metals and fertilisers group, saw its first-half net income fall from Nkr1.27bn to Nkr1.1bn (\$147.7m) from a Nkr3.30bn exchange rate loss.

The group also yesterday disposed of its 10.2 per cent stake in Ranger Oil of Calgary on the open market for about C\$66m (US\$74.7m). Group's stake sold, Page 16

TIME Warner, the world's biggest entertainment conglomerate, reported an improvement in the second quarter pre-tax income to \$36m, against a loss of \$24m a year ago. Expenses related to the 1989 merger of Time Life and Warner Communications once again pushed the company into a net loss for the quarter. For the quarter ended June 30, Time Warner had a net deficit of \$32m or \$1.10 a share, against \$51m or \$1.28 a year earlier. Page 18

DU Pont, the biggest US chemical company, said it would cut costs by at least \$1bn over the next two years. There will be a "substantial" reduction in the number of jobs. Page 18

AUSTRALIAN Consolidated Minerals: Western Mining Corporation and Normandy Petroleum may have to increase their A\$210m (US\$165m) takeover offer for ACM after the market bid the stock up to 99 cents, well above the 90 cents a share offer price. Page 17

GOODYRIL Tire & Rubber, the large US tyre group, returned to profitability in the second quarter, with an after-tax surplus of \$22.5m, compared with a loss of \$9.4m. The group warned that sales were still suffering from the "severely depressed" car industry and the prolonged recession in the US. Page 18

THORN EMI of the UK is to sell its software business to the management and staff of its subsidiary, Thorn EMI Software, for \$115m. Thorn says it will retain a 20 per cent stake in the company, which will be renamed Data Sciences. Page 21

MCDONNELL Douglas, the financially stretched US aerospace and defence group, reported a 35 per cent rise in second-quarter earnings of \$77m, or \$2.01 a share, in the second quarter, against \$57m, or 49 cents, in the same period of 1990, while revenues rose 22 per cent to \$5.04bn. The group also reduced its indebtedness. Page 18

GENERAL Motors and **Ford Motor**, the two largest US motor manufacturers, yesterday reported heavy second-quarter losses because of the recession and warned that an expected second-half recovery in North American demand was likely to be gradual.

General Motors reported a second-quarter net loss of \$785m, or \$1.44 a share, compared with net income of \$90m, or \$1.33 a share, in the same period last year. Revenues dropped from \$38.9bn to \$31.3bn, and factory unit sales dipped 10.6 per cent to 1.9m.

Ford reported a loss of \$324m, or 68 cents a share, compared with pretax of \$71m, or \$1.67 a share, in 1990.

Its revenues fell \$300m to \$23.8bn, while factory unit sales dropped 8.4 per cent to 1.54m. The company added that it also expected a loss in the third quarter.

The results were broadly in line with Wall Street expectations and the figures for both companies were substantially better than in the first quarter

of this year when recession and the Gulf war sent demand plummeting.

GM lost \$1.17bn in the first quarter and Ford \$834m.

The US motor industry has been battered by a slump in demand and increasing competition from Japanese rivals with new North American assembly plants. Prices have been slashed to maintain market share.

Mr Robert Stempel, chairman of GM, said he expected a gradual recovery in the second half but added: "More robust economic growth and a moderation in the trend towards increased government regulation are essential to the financial health of the US industrial sector."

Ford reported a loss of \$324m, or 68 cents a share, compared with pretax of \$71m, or \$1.67 a share, in 1990.

Its revenues fell \$300m to \$23.8bn, while factory unit sales dropped 8.4 per cent to 1.54m. The company added that it also expected a loss in the third quarter.

The results were broadly in line with Wall Street expectations and the figures for both companies were substantially better than in the first quarter

of this year when recession and the Gulf war sent demand plummeting.

GM lost \$1.17bn in the first quarter and Ford \$834m.

The US motor industry has

been battered by a slump in

demand and increasing

competition from Japanese

rivals with new North Ameri-

can assembly plants. Prices have

been slashed to maintain mar-

ket share.

Mr Robert Stempel, chairman

of GM, said he expected a

gradual recovery in the sec-

ond half but added: "More

robust economic growth and

a moderation in the trend

towards increased

government regulation are

essential to the financial

health of the US industrial

sector."

Mr Harold Poling, chairman

of Ford, said: "The second half will be difficult. The US economy is showing some signs of improvement but it appears recovery will be gradual."

The UK's economy continues

to be weak and Antolatina

(Ford's Brazilian joint venture

with Volkswagen) is affected

by government price controls."

Hopes of a strong recovery

in US demand were dealt a

blow earlier this week when

figures for mid-year car sales

showed a slow-down from the

preceding 90 days. The number

of cars sold at a seasonally

adjusted annual rate was 8.5m

in the period, down from 7.8m

in early July.

The second quarter figures

highlight sharply differing per-

formances by GM and Ford in

foreign markets, which the two

companies have relied on to

counter weak US profits over

the last year or two.

GM said its overseas profit-

ability remained strong,

reflecting recent results in

Europe, while Latin America's

profitability was also up signifi-

cantly.

Ford lost \$2m on its non-US

automotive operations, com-

pared with earnings of \$107m a

year ago.

It blamed this mainly on

weak demand in Britain, where

it is market leader, and in Aus-

tralia.

Mr Stempel said he expected a

gradual recovery in the sec-

ond half but added: "More

robust economic growth and

a moderation in the trend

towards increased

government regulation are

essential to the financial

health of the US industrial

sector."

EUROPEAN NEWS

France plans tighter rein on state spending

By William Dawkins in Paris

THE FRENCH government is planning to tighten its budget policy by keeping next year's spending level in real terms in response to the decline in tax revenues provoked by the economic slowdown.

Mrs Edith Cresson, the prime minister, has written to her ministers warning that overall expenditure will be allowed to rise by just under 3 per cent to between FF1.325bn (\$222bn) and FF1.330bn in 1992, only a fraction ahead of the inflation rate of 2.5 per cent.

In line with the budget policies outlined earlier this month by President François Mitterrand, the government aims to keep the budget deficit unchanged at FF180bn for the second year running and impose no tax increases. This comes after a 1991 budget in which spending rose by 4.5 per cent, a small rise in real terms. It also marks a change in the usual policy of allowing government spending to grow roughly in line with the growth of the economy, to using inflation as the guide for spending plans.

Individual ministers will negotiate the final details of their individual spending allowances over the next few weeks with Mrs Cresson and Mr Pierre Bérégovoy, the finance minister, so that the

spending proposals can be debated in parliament in the autumn.

The biggest spending priorities for the coming year will again be education, scheduled for a 5.7 per cent rise partly to pay for 5,000 extra teachers, and research, due for a 5.8 per cent increase. No rise is expected to defence, and most other departments will see their budgets cut or held stable.

The plans are likely to run into opposition from the Communist party. It believes the government should spend more, funded by increased borrowing and a rise in the budget deficit, an argument which is likely to draw personal sympathy from Mrs Cresson, though not from Mr Bérégovoy, the architect of France's sound economic policies. However, Communist support is important to the minority Socialist government.

The current year's budget was drawn up on government forecasts that gross domestic product would rise by 2.7 per cent this year, since scaled back to 1.5 per cent – and even that is considered optimistic by many economists. As a result, the government had to resort to unpopular measures to curb spending and increase tax revenues. It has not yet finalised its 1992 economic growth forecasts.

Two sides of a coin to German monetary union

One year on, it's a story of trauma in the East and success in the West, writes Quentin Peel

Per cent change	KEY GERMAN PROJECTIONS						
	west Germany	1990	1991	1992	east Germany	1990	1991
GNP	4.6	2.8	2.2	-15.20	-15.20	21.2-3	12-1
GDP	4.4	3.3	2.2				
Consumer prices	2.5	3.3	4.0	-3	+10/15		
Unemployment (%)	5.0	4.8	4.9	10	25	8.4	9.4
Employment (m)	28.5	29.0	29.3	9	7.2	37.2	36.2

*Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

Sources: OECD, Economic Outlook 48, July 1991

Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DSW supplemented by other information. ? East German figures include an estimate for effective short-time working

INTERNATIONAL NEWS

Staff 'helped' hard-pressed property investors

Japanese bank rocked by illegal loans scandal

By Steven Wagatsuma in Tokyo

FUJI BANK, a top Japanese bank, was rocked yesterday by the revelation that four employees ran a huge illegal loans scheme using forged certificates of deposit worth Y250bn (\$1.98bn).

The four employees were sacked yesterday and three of them were formally accused by the bank of fraud and forgery. Fuji said it suffered losses of Y27.1bn from the illegal transactions which started in 1987.

The incident is the latest example of sharp practices which went undetected in the booming Tokyo financial markets of the late 1980s, and which are now coming to light in the 1990s' bear markets.

The scheme at Fuji involved using forged certificates of deposit to obtain loans for Fuji clients from financing companies when the bank itself was unable to lend sufficient money. Most of the 23 customers concerned were property investors, who in the late 1980s

found it increasingly difficult to secure bank finance because banks were under pressure from the authorities to slow the growth of property loans.

The sacked employees, working at three branches in Tokyo, allegedly forged certificates of deposit and presented them to financing companies as collateral for loans to the hard-pressed clients.

The bank admitted that internal checks of the branches which made the loans had been lax

Fuji then took immediate action, taking over the loans to the finance companies itself and obtaining collateral worth Y200bn from the clients. Fuji said uncollectable bad loans totalled Y27.1bn, or more than 20 per cent of its Y120bn net profit last year.

The bank said the scheme was an isolated incident involving individual employees and not an example of any widespread malpractice.

However it admitted that internal checks of the three branches which made the illegal loans had been lax. Mr Yoshiro Yamamoto, the vice president, said he felt responsible for the bank's inadequate supervision.

The ministry of finance is investigating the incident. Some bankers questioned how it was possible for individual employees to forge documents worth as much as Y250bn and how fraud went undetected for four years.



Japanese Foreign Minister Taro Nakayama at a camp in the Philippines for evacuees from an area threatened by volcanic activity

China's floods expose party failings

By Yvonne Preston in Shanghai

THE inadequacies of China's flood control system, proclaimed as one of the great achievements of socialism, are beginning to be exposed as the flood waters which have devastated huge tracts of central and eastern regions slowly recede.

The government now faces the mammoth task of building a co-ordinated flood prevention system along the length of the Yangtze River. It will cost billions of yuan and the land of tens of thousands of farmers.

The stark reality has been hinted at by Premier Li Peng. However the Communist party is clearly nervous that its failure to allocate sufficient funds for a properly co-ordinated system over the past 40 years will exacerbate further the social unrest caused by the disastrous losses of the last two months.

Ning Xiang Bao, vice director of Shanghai's water conservancy bureau, controlling the Yangtze River delta, said it was not a matter of rebuilding ruined dykes and dams but of implementing a flood control master plan.

A plan for the delta has existed since 1983 but no funds have been made available.

Nine dams along two rivers in the delta, including the Red Flag dam built in 1959 on the Shanghai boundary, were blown up this month to release water from the swollen Lake Taihu which threatened Shanghai and its 12.5m people. Some 20,000 farmers were temporarily affected as flood waters covered their land.

If the flood prevention master plan for the Taihu basin is put into effect along these two rivers alone, 10,000 farmers will lose their land permanently, at a cost put at Yn300m (230m).

Mr Ning said: "Houses, land and factories will have to go. If alternative land cannot be found for the farmers, they will have to be reassigned to industry." The same situation applied to the length of the Yangtze. The farmers could expect no compensation.

He agreed with the criticism of Qian Zhenying, former water resources minister. She said people had relaxed their vigilance, failed to dredge rivers and planted crops where there should have been water conservancy projects.

The criticism is two-edged. First the government failed to produce an adequate flood control system under socialist collectivism. Then it allowed the collective to fragment when the communes were dismantled without making provision for vital infrastructure works.

Mr Ning said: "Plants every inch of land led to soil erosion and more serious flooding. Massive deforestation along the upper reaches of the Yangtze had also increased flood damage.

Beijing sees rare budget surplus

CHINA posted a rare budget surplus during the first half of 1991, but the country's finance minister warned that severe structural problems still dogged the economy, the official press reported yesterday. Reuter reports from Beijing.

Finance Minister Wang Bingqian said improved economic performance had created a budget surplus of 3bn yuan (\$563m) during the first six months of this year.

China logged a budget deficit of 15bn yuan in 1990, and had planned for a deficit of 13.4bn yuan this year.

The figures are worse under the calculations of the International Monetary Fund, which unlike China does not include foreign and domestic debt as income. Excluding this, the deficit stood at 51bn yuan in 1990 and is projected to reach 48.6bn yuan this year.

Foreign economic analysts attributed Mr Wang's announcement of this year's unexpected surplus to state appropriations that were delayed to the second half of 1991.

Some say China's attempt this year to create a real market for state bonds may also have helped.

"It is a genuine improvement, but based on a very fragile rebound of the economy," one Western diplomat said. "The basic root problem has not been solved: the tax base is weak and companies are inefficient."

Mr Wang said a financial squeeze has "not eased to any degree" and said the situation remained serious.

Most economists say China's economic woes are tied directly to the government's determination to prop up flagging state industries at any cost.

Palestinian question mark over peace plan

Roger Matthews on the dilemma of those whose plight is at the heart of the conflict

THE HUGE diplomatic effort being expended to bring the principal protagonists to the Middle East negotiating table is likely to seem little more than the casual crooking of a finger when compared with what will be required to make progress on the substantive issues.

Israel's determination to exercise a detailed veto over the composition of Palestinian representation at the talks is a timely reminder of how profound the chasm remains.

During the past 10 days, since President Hafez al-Assad of Syria bowed to American requests and accepted direct talks with Israel, it has been possible to focus on what had changed on one level of the Arab-Israel conflict. Syria, Israel's most intractable enemy, was at last prepared to negotiate. Egypt had already moved to the table and King

Hussein of Jordan had long been prepared for such a moment. Of the Palestinians, whose plight and aspirations are at the very heart of the conflict and the conference, little had been heard.

Israel, having this week moved publicly closer to

accepting the US invitation to a peace conference, may now be looking to wreak already stretched Palestinian nerves.

The 1.75m Palestinians living in the West Bank and Gaza, the territories occupied by Israel in 1967, have been told by the government in Jerusalem that they will never have an independent state and that the land on which they live must remain forever part of the

Israel. Such is the stated position of Mr Yitzhak Shamir, Israel's prime minister. In addition to appearing to endorse President Saddam Hussein so vigorously. But it is still acknowledged in the Arab world that the PLO remains the single most supported Palestinian organisation. As a result it was always probable that Palestinians who eventually came to be involved in negotiations would not stray too far from PLO policy.

But, by adding the further qualification that Israel will not negotiate with Palestinians from east Jerusalem, a further abrasive twist is being applied.

For the Palestinians, Moslem and Christian, Jerusalem is of enormous religious and political significance. An acceptance of the Israeli veto would, they fear, appear to endorse Israel's annexation of the eastern half of the city. Against such a

Israel and US work on the main obstacle

By Hugh Carnegy in Jerusalem

ISRAELI

officials said yesterday that Israel was waiting to hear from Washington on who would represent the Palestinians in Arab-Israeli negotiations. The main outstanding issue blocking an Israeli go-ahead for a Middle East peace conference

posed by the US.

As so well appreciated by the extremists on both sides, there is always the tragic possibility that a single terrorist act could halt the entire process.

However, the progress that has been made towards a peace conference is still considerable, the US Administration looks to be committed to the process, and Israel is closer than it has been for a long time to sitting down with all its Arab neighbours.

What Mr Shamir has done in the last two days is to remind all the probable participants, especially the Palestinians in the occupied territories, of how rough the road will be and how little he will mind if they cannot last the journey.

The Bush administration has specifically asked Israel to respond before the summit, and has warned the government against using delaying tactics.

But Israel is insisting on

approving in advance the composition of a joint Jordanian

Palestinian delegation to the conference and subsequent bilateral negotiations. It will not accept any Palestinians it sees as representative of the Palestine Liberation Organisation, nor any Palestinians from Jerusalem.

The Palestinians so far have insisted Jerusalem must be represented on their side, leaving the US with the difficult task of finding a way around the impasse.

Asked why Israel would not give its assent to the broad outline of the US peace plan and smooth out remaining details later, as Mr James Baker, the US Secretary of State has asked the Israelis to do, the official said: "We want to be practical. We don't want to put aside now problems that we know will come up again and be a problem later."

If the flood prevention master plan for the Taihu basin is put into effect along these two rivers alone, 10,000 farmers will lose their land permanently, at a cost put at Yn300m (230m).

Mr Ning said: "Houses, land and factories will have to go. If alternative land cannot be found for the farmers, they will have to be reassigned to industry." The same situation applied to the length of the Yangtze. The farmers could expect no compensation.

He agreed with the criticism of Qian Zhenying, former water resources minister. She said people had relaxed their vigilance, failed to dredge rivers and planted crops where there should have been water conservancy projects.

The criticism is two-edged. First the government failed to produce an adequate flood control system under socialist collectivism. Then it allowed the collective to fragment when the communes were dismantled without making provision for vital infrastructure works.

Mr Ning said: "Plants every inch of land led to soil erosion and more serious flooding. Massive deforestation along the upper reaches of the Yangtze had also increased flood damage.

Pretoria slush fund raises graver issues

By Patti Walden in Johannesburg

THE South African government has admitted secretly channelling R1.75m (\$605,000) to the mainly Zulu Inkatha movement and its associated trade union, the United Workers Union of South Africa (Uwusa). Yesterday it defended this funding, insisting that its aim was to fight sanctions - not to undermine the African National Congress.

But far more serious allegations - as yet unproven - remain outstanding. By lying about their involvement with Inkatha over the funding issue, senior government ministers, including Mr F.W. de Klerk, the president, may in some eyes have forfeited their right to be given the benefit of the doubt on these charges. They are:

■ That South African security forces have aided Inkatha in violence which has left nearly 10,000 people dead in black townships over the past five

years, and that the two parties worked together to export this violence from Natal province (Inkatha's power base) to townships near Johannesburg last year.

The most startling allegation in this regard comes from a former South African army sergeant, Mr Felix Ndimene, who has charged that members of the Five Reconnaissance Regiment (Crack troops of South Africa's "Special Forces", the operational wing of the Directorate of Military Intelligence) carried out an attack on a Soweto-bound train last September in which 26 people died.

Mr Ndimene's account, like most of those which have surfaced recently in the South African and foreign press, is second-hand: he claims that his "friends" in Five Regt told him of their participation in the attack "in the tea room" after they returned to the regiment's base at Phalaborwa, in

the eastern Transvaal. He alleged that Five Regt had also been involved in other operations.

Mr Ndimene sketched a regiment still operating as it did in the days of the "total onslaught" to combat what Pretoria saw as a communist-inspired insurrection. Despite political changes in South Africa, the message from his white commanding officers was that the ANC was "still the enemy".

■ That the KwaZulu police, the security force of the KwaZulu black homeland (which as a non-independent homeland is ultimately ruled by Pretoria) have operated "hit squads" against ANC leaders in Natal, and have turned a blind eye to Inkatha atrocities.

■ A member of the intelligence unit of the Military Police in Natal, Mr Sipho Madlala, has confessed to the assassination of Mr Mhlathuzina Maphumalo,

a prominent pro-ANC Zulu. ■ That the South African security forces are training Inkatha members, and that government paid a network of journalists to place articles aimed at destabilising the ANC in local newspapers. These charges come from Mr Nico Basson, a former South African Defence Force officer.

■ That the South African police and Inkatha have jointly run the United Workers Union of South Africa, set up in 1986, six months after the formation of the pro-ANC Congress of South African Trade Unions.

■ That the Civil Co-operation Bureau, a unit of the SADF closed down last year, operated death squads which murdered anti-apartheid activists. A government-appointed commission of inquiry last year found no evidence of the existence of such hit squads, although there have been allegations of a police cover-up.

The future of the facility had been in doubt following the election of Mr Hiroshi Tsuchida as mayor to the village in late 1989 after he promised to "freeze" construction of the complex.

The mayor's action did not halt construction, which was completed in May, but prevented any testing of the facility or deliveries of uranium. He is credited with helping to obtain public agreement on the safety procedures.

The policy on the public sector remains ambivalent. Areas such as essential infrastructure, exploration for oil and minerals and industries "crucial to the long-term development of the economy" and where private sector investment is "inadequate" still remain in the public domain.

Privatisation of the many unprofitable public enterprises has not been explicitly accepted, partly for political reasons and the commitment of the Congress party to Nehru's policy that the public sector should be at the "commanding heights" of industry.

But many expect that the new industrial policy will diminish the importance of this dogma.

■ Large monopoly houses" in a manner so sweeping that it has made virtually redundant the controversial Monopolies and Restrictive Trade Practices (M RTP) Act, or at least the buried clauses in it that curbed investments by those most capable of making them.

An era of deregulation has truly been initiated, even though this leaves many sheltered industrialists somewhat apprehensive of the operation of a market economy.

The government has now reserved for itself only 18 industrial groups, mainly of strategic importance and mining, and Indian businessmen will now need licences only for such sectors as cars, coal, petroleum and 15 others.

The policy on the public sector

remains ambivalent. Areas such as essential infrastructure, exploration for oil and minerals and industries "crucial to the long-term development of the economy" and where private sector investment is "inadequate" still remain in the public domain.

Privatisation of the many unprofitable public enterprises has not been explicitly accepted, partly for political reasons and the commitment of the Congress party to Nehru's policy that the public sector should be at the "commanding heights" of industry.

But many expect that the new industrial policy will diminish the importance of this dogma.

■ Large monopoly houses" in a manner so sweeping that it has made virtually redundant the controversial Monopolies and Restrictive Trade Practices (M RTP) Act, or at least the buried clauses in it that curbed investments by those most capable of making them.

The government has now reserved for itself only 18 industrial groups, mainly of strategic importance and mining, and Indian businessmen will now need licences only for such sectors as cars, coal, petroleum and 15 others.

The policy on the public sector

remains ambivalent. Areas such as essential infrastructure, exploration for oil and minerals and industries "crucial to the long-term development of the economy" and where private sector investment is "inadequate" still remain in the public domain.

Privatisation of the many unprofitable public enterprises has not been explicitly accepted, partly for political reasons and the commitment of the Congress party to Nehru's policy that the public sector should be at the "commanding heights" of industry.

But many expect that the new industrial policy will diminish the importance of this dogma.

■ Large monopoly houses" in a manner so sweeping that it has made virtually redundant the controversial Monopolies and Restrictive Trade Practices (M RTP) Act, or at least the buried clauses in it that curbed investments by those most capable of making them.

The government has now reserved for itself only 18 industrial groups, mainly of strategic importance and mining, and Indian businessmen will now need licences only for such sectors as cars, coal, petroleum and 15 others.

The policy on the public sector

remains ambivalent. Areas such as essential infrastructure, exploration for oil and minerals and industries "crucial to the long-term development of the economy" and where private sector investment is "inadequate" still remain in the public domain.

Privatisation of the many unprofitable public enterprises has not been explicitly accepted, partly for political reasons and the commitment of the Congress party to Nehru's policy that the public sector should be at the "commanding heights" of industry.

But many expect that the new industrial policy will diminish the importance of this dogma.

WORLD TRADE NEWS

Nordic countries urge shipping liberalisation

By William Dulforce in Geneva

THE NORDIC countries are about to call for the full liberalisation of international shipping in a proposal they hope will remove an important obstacle to agreement on services in the Uruguay Round trade talks.

Finland, Iceland, Norway and Sweden will recommend that, under a general agreement on trade in services, governments should undertake to eliminate over a period of time all restrictions on international maritime transport.

By implication, shipping companies would have to stop the cartel-like arrangements, known as conferences, which today fix freight rates and coordinate services on practically all the world's shipping routes.

The UN's liner code, which provides for cargo-sharing on the 40-40-20 principle between two countries, would also have to be reconsidered. Under the UN code, designed to boost developing countries' share in international shipping, 40 per cent of freight should be reserved for companies belonging to each country with 20 per cent for vessels from other nations.

Initially, the Nordic countries will suggest countries should agree to introduce no new regulations constraining

shipping. This standstill would be followed by a commitment to roll back and phase out existing restrictions. A standstill to restraints on other maritime transport activities, such as port facilities and tug services, would be followed by a common commitment to ensure access to these services to all comers.

Shipping companies would have to abandon the cartel-like conference system

Mr Kjell Lillerud of Norway told Uruguay Round negotiators yesterday that the Nordic countries aimed to submit their proposal next week, ahead of formal talks on maritime transport in the middle of September.

Nordic countries have however yet to agree on how to phrase the part dealing with the vexed question of cabotage, the practice under which most nations restrict shipping within their waters to vessels carrying their own flags.

With the Nordic proposal is the hope that one of the blocks

imposed by the US on completion of an agreement liberalising trade in services can be removed. The US is refusing to extend the General Agreement on Tariffs and Trade's most-favoured-nation (MFN) rule to shipping services. Under this non-discriminatory principle trade benefits accorded to one country have to be made available to all other Gatt members.

The US position is paradoxical. The administration was committed to unfettered competition in international shipping; it had refused to sign the UN liner code. But it changed tack under pressure from its politically powerful maritime industry which insists on the administration retaining its right under the Navigation Act to take trade sanctions against countries deemed to impose unfair restrictions on US shipping companies.

US shippers argue that a big domestic legal stick can curb protection more effectively than any maritime undertaking likely to emerge from the Uruguay Round.

Equally problematic for the Nordics is that their proposal will arouse fierce opposition from developing countries which struggled for over a decade to bring the UN liner code into effect in 1983.

Each ship will have a capacity of 13,500 cubic metres and an expected value each of \$35m (£150m) each.

IHI said it lacked the capacity to bid for an order of this size and deliver the ships in the required period by itself.

At the same time, Sumitomo had been seeking to enter the LNG carrier field but lacked

Sumitomo, IHI join forces on gas carriers

By Steven Butler in Tokyo

ISHIKAWAJIMA-Harima Industries (IHI) and Sumitomo Heavy Industries, the Japanese shipbuilding companies, are joining forces in an effort to capture what is expected to be a large number of orders for liquefied natural gas (LNG) carriers in the next few years.

IHI said yesterday it had signed a licensing agreement with Sumitomo which will allow Sumitomo to build IHI-designed LNG vessels.

The companies have also entered discussions aimed at establishing a broader range of co-operation. This could lead to the companies submitting joint tenders for ship orders. Alternatively Sumitomo may act as a sub-contractor for IHI.

The companies are preparing to submit bids for a Qatar project early next year for which 12 carriers will be required to transport LNG to China Power in the company in Japan.

Each ship will have a capacity of 13,500 cubic metres and an expected value each of \$35m (£150m) each.

IHI said it lacked the capacity to bid for an order of this size and deliver the ships in the required period by itself. At the same time, Sumitomo had been seeking to enter the LNG carrier field but lacked

Philippines presses US on textiles pact

THE Philippines has asked the US for a new bilateral textile agreement to replace the current pact which expires in December, Mr Peter Garrucho, trade and industry secretary said, Reuter reports from Manila.

He said Manila would like to sit down with Washington next month to negotiate a new textile agreement despite uncertainty over the Multi-Fibre Arrangement (MFA).

The MFA, which governs the quota system between garment and textile importing countries and exporting countries, is due to expire at the end of this month and

it was unclear if it would be extended. The Philippines and its partners in the Association of South-east Asian Nations (Asean) are pressing for the extension of the MFA for another 17 months.

The other Asean states are Brunei, Indonesia, Malaysia, Singapore and Thailand.

Mr Garrucho said initial talks with US officials indicated that Washington was inclined more towards extending the existing textile agreement for two years rather than forging a new one.

The present agreement provides for a 6 per cent annual quota increase but Manila

is aiming for a higher growth rate, officials said.

The Philippines exported \$1.2bn (£708m) of garments to the US last year out of total garment exports of \$1.6bn.

In the first six months of 1991, garment exports to the US dropped to \$544m from \$601m a year earlier, official statistics showed.

The slack performance was attributed to lower prices and reduced demand because of the US recession, industry sources said.

Total garment exports in the 1991 six-month period was \$942m against its year ago level of \$945.8m.

Reverse side of the sanctions coin

Andrew Jack on western companies' reaction to the Iraq embargo

MICHAEL BRIGGS had little time to celebrate when he escaped from Iraq last August. Relief at his personal safety after the invasion of Kuwait was quickly replaced by concern for the future of his business.

The companies are preparing to submit bids for a Qatar project early next year for which 12 carriers will be required to transport LNG to China Power in the company in Japan.

Each ship will have a capacity of 13,500 cubic metres and an expected value each of \$35m (£150m) each.

IHI has proprietary technology for a cube-shaped LNG tank, which the company says has a number of advantages over the traditional spherical shaped tanks normally deployed on LNG carriers.

IHI is already building two LNG carriers for Phillips 66 Natural Gas and Marathon Oil at a contract value of \$45m. Ebara Steel of Japan and the Aluminum Company of America (Alcoa) have agreed in principle to form a 50-50 joint venture company in Japan for research and development and eventual manufacture of aluminum products for the transportation industry, including vehicles.

The two companies formed a strategic alliance last year and early this year established a joint venture in Japan to produce and market aluminum can stock.



Embargo queue: Jordanian trucks bear the weight of UN sanctions last August

contracts. Many relied simply on letters of credit issued by the London branch of the Iraqi Raifden Bank.

All payments from the bank were cancelled when the freeze on Iraqi assets held abroad came into effect in August. The Bank of England petitioned the courts to wind up Raifden in February, with the result that it is now in provisional liquidation. The High Court recently deferred any further action for a year.

Some executives wonder whether liquidation would jeopardise trade with Iraq once sanctions are lifted by destroying the traditional goodwill that existed between Baghdad and London - home of the only branch of the bank outside the Middle East.

For companies involved in trade with Iraq who did have some form of insurance, outstanding payments have still not always been settled. Biwater, the UK water contractor which had three contracts in Iraq worth £30m, is still in discussions with the ECGD over

exactly what should be reimbursed. However, the company insists that the wrangling has been no more protracted than with any other claim.

Babcock Energy was more fortunate. The company had begun work on a £150m contract to supply six boilers for the Al-Anbar power station in Iraq. It had not shipped any of the 100 tonne units but had already received down payments which covered its costs.

Companies in other countries have been badly hit too. Danieli, the Italian engineering group, had a £475m (£253m) steel mill contract with Iraq. Shipments were frozen last August and have hit earnings despite export guarantees.

Mercedes-Benz halted delivery of commercial vehicles last August. Business had just begun to pick up after the end of the war between Iran and Iraq. However, growing demand in former East Germany has helped.

Most large businesses were not as reliant on Iraqi contracts as their smaller counterparts.

Companies which spent years building up links with Iraq are reluctant to abandon them. "It's silly that after the war sanctions are still operating on goods not related to military uses," says one sales manager.

In the last few weeks, he says, a number of Iraqi contacts have been travelling to Jordan and starting to rebuild their businesses. They have been in touch with him and are eager to start trading again.

At the same time, reports from Baghdad indicate that the capital's hotels are beginning to swell with foreign executives eager to pave the way for renewed trade.

AMERICAN NEWS

S Korea starts to open up maritime transport sector

SOUTH KOREA is gradually exposing its heavily-protected shipping industry to the discipline of free international market forces, Reuter reports from Seoul.

Overseas shipping lines were permitted to establish in-country branch offices and joint ventures in 1989. Discriminatory port fees and surcharges levied on foreign flag carriers were removed in March 1991.

From August 1, the first steps towards deregulation of the inland container trucking market go into effect.

South Korean planners hope deregulation plans will mollify the nation's foreign trade partners who are stepping up pressure to reciprocal access to

the maritime market here. It remains to be seen whether Seoul's decision to partially open the inland container trucking market will head off a US threat to impose a \$100,000 (£53,000) levy on Korean ships calling at US ports.

South Korean shipping, heavily regulated since a 1983 government bail-out, has now become uncompetitive and is losing its share of shipping import and export cargoes in and out of the country.

"Enterprises must be cultivated so they will be able to stand on their own," former chairman of the Korea Maritime Institute, Song Hee-Yeon, wrote in Korea Trade and Business magazine before he

departed from the post.

Korea Shippers' Association figures show the market share of South Korean-owned ships slipped to 36.3 per cent in 1990 from 45 per cent in 1985. Chartered-in tonnage raised the home country's share in 1990 closer to 54 per cent.

The government dealt with the bankruptcies and losses threatened by the global shipping recession of the early 1980s by compulsory pruning, merging and closing of lines, slashing the 79 carriers here to 34 between 1983 and 1986. Ships were parcelled out to survivors. Routes were strictly allocated and 17 lines were permitted to carry cargoes to and from Japan.

The maritime market here.

Poor outlook for exports, says US report

By Nancy Dunne in Washington

US manufacturers are expecting an unusually lethargic recovery, a slowdown in export growth in the short term and a pick-up in imports over the next year, according to the National Association of Manufacturers.

A report published yesterday by Mr Jerry Jasinski, the NAM president, and based partly on a survey of top US companies, echoed the majority view among US economists - that the US recession ended in the last quarter. However, it offered little hope that US exports would lead the way to prosperity over the short term.

"The spectacular trade improvement witnessed during the recession was attributable mainly to the decline in domestic demand, although the low dollar was also a powerful contributing factor," Mr Jasinski said. "With demand relatively lacklustre, it remains to be seen if the reduction in imports can be made permanent."

In the short term, he foresees a cyclical rise in imports of 7.4 per cent over the next four quarters. Exports will rise more slowly, by 6.3 per cent, because of the slowdown in Europe and the recent rise in the dollar.

Optimism rising over Guatemala peace talks

PEACE talks between left-wing guerrillas and the Guatemalan government have advanced well and a pact on strengthening democratic processes is expected soon, according to participants in the talks, Reuter reports from Queretaro, Mexico.

"We hope that there will be a joint declaration on this theme and they will move on to analyse the question of human rights," Bishop Rodolfo Quezada, moderator of the talks and president of the Guatemalan National Reconciliation Council, told reporters on Wednesday in Queretaro, site of the talks.

"Conditions are becoming

Paper war to be fought before Noriega is tried

The general says classified US government documents are crucial to his case, writes Henry Hamman

ONLY six weeks before his trial on narcotics trafficking charges, lawyers for former Panamanian ruler General Manuel Antonio Noriega and government prosecutors still have not agreed on the scope of evidence that will be admitted in the trial.

At issue are classified US government documents which the defence says cover such issues as the general's relations with President George Bush while Mr Bush was director of the Central Intelligence Agency in the 1970s and vice president in the Reagan administration, as well as Gen Noriega's role in supplying the Contra rebels with weapons to fight the Sandinista government of Nicaragua.

The defence has also sought to bring evidence that Gen Noriega was involved in supplying Exocet missiles to Argentina during the Falklands war at the behest of US agencies.

Federal District Judge William Hoeveler, who will try the case, is now listening to arguments from the defence and prosecution over which documents should be admitted into evidence.

Since the documents are all classified, the hearing on their release is being held behind closed doors.

The decision Judge Hoeveler gives on the scope of classified documents to be admitted as evidence will have a crucial bearing on both the defence strategy in the trial and, perhaps, the government's willingness to go forward with the case.

In some other cases the government has chosen to abandon prosecutions rather than allow classified documents to be introduced. Lawyers refer to a strategy that exploits government concerns about secrecy as "graymail."

While the current hearing on the documents is being held *in camera*, a declassified transcript of an earlier closed hearing on the same

subject makes clear that the defence has cast widely its request for classified information. For its part, the government is seeking strict limits on the evidence which can be admitted.

One question which both sides acknowledge will be crucial is whether it can be shown that Gen Noriega undertook actions which might have violated US law following some sort of authorization from US officials.

Both the defence and the government agree that Gen Noriega did co-operate with US intelligence agencies for a long time. And both sides agree that the US paid him for his co-operation, though they argue about how much.

The prosecution, however, argues that no matter what the general's relationship with agencies of the government, the case against him should be confined to charges that he was actively involved in drug shipments to the US and in supporting the activities of the Medellin drug cartel.

In one filing, the prosecutors said they planned to offer evidence that in addition to the four shipments of cocaine for which the indictment alleges Gen Noriega arranged shipment, he also arranged transit for 10 to 15 additional multi-hundred kilogram loads.

The prosecution also says it will show that Gen Noriega arranged for the importation of a Ferrari sports car to the US and in supporting the activities of a member of the cartel and pro-

vided Panamanian passports for cartel leaders.

The government has announced, too, that it will produce a witness who will say he snorted cocaine with Gen Noriega and that Gen Noriega offered to arrange deliveries of cocaine to the US at a price of \$35,000 (£20,900) a kilo.

The defence by contrast seek to show that any violations of US law which could be charged to Gen Noriega were committed only under authorisation from his intelligence agency contacts.

In the current hearing, defence attorneys say they are seeking documents covering approximately 22 different areas of that relationship. Gen Noriega's lead attorney, Mr Frank Rubin, says the decision Judge Hoeveler makes on the admissibility of documents will be crucial.

Mr Rubin says Gen Noriega had been in the courtroom throughout the hearing and had been actively assisting the defence team. The general is "not displeased" by the legal proceedings. But, adds Mr Rubin, "what he may have some disappointment in is if certain documents he believes are necessary to tell his side of the story are excluded. Then he's going to be very upset, and I don't blame him."

Mr Rubin also says the prosecution team has objected to the admission of almost every document the defence is seeking. He says: "The only document I think the government would ever allow into evidence would be a confession from the general."

Mr Rubin has repeatedly denied rumours that Gen Noriega has been considering a plea bargain with the government.

Despite the short time before the trial opens on September 3, Mr Rubin expects that once the issue of the documents is settled, he will be ready for trial. The hearing is expected to last from two to four months.

Police hunt for Menem's sister-in-law

ARGENTINE police are searching for President Carlos Menem's sister-in-law and former aide after she vanished yesterday, hours after being indicted on drug money laundering charges, writes John Barham in Buenos Aires.

Mrs Amalia Yoma, two relatives, a maid and a lapdog fled Buenos Aires apartment early yesterday morning, shortly after a judge charged her with smuggling drug money from the US. A witness last week said he saw her counting money she allegedly smuggled into Argentina.



WHY WALES IS NOW ON THE CARDS FOR SO MANY BUSINESSES.

In the last two decades more and more major IT companies have discovered that Wales is a good move for business.

It's advantageous in so many ways—not just because of a hard-working, productive and skilled workforce, or the University of Wales' superb R & D expertise.

Not to mention the wealth of property available at such reasonable rates, or even the excellent communications with the rest of the UK and Europe.

But perhaps one of the most attractive of Welsh Advantages is the quality of life—Wales is one of the most agreeable places in the UK to live and bring up a family.

Another bonus is the WDA.

Not only is The Welsh Development Agency ready, willing and extremely able to offer you a wide range of help, advice and services above and beyond those usually offered by other Development Boards, but it also has its own team of IT professionals who understand just what you will need to get from a new location.

Put the Welsh Advantage to the test for yourself. Talk to us, by phone (0222) 666862, by Fax (0222) 668279 or complete and send the coupon.



THE WELSH ADVANTAGE.

Geoffrey Smith, Welsh Development Agency
Pearl House, Greyfriars Road, Cardiff CF1 3XX

Name _____

Position _____

Company name and address _____

Telephone No. _____

Fax No. _____

FT267

Harder landing for travel trade

WEN Mr Peter Lilley, trade and industry secretary, announced the government's plans this week to shake-up consumer protection in the travel trade it was surprisingly low-key in his remarks.

It was, after all, an ideal opportunity to stress the government's concerns with consumer protection when buying a holiday.

The government's proposals will effectively outlaw all last-minute holiday surcharges made tour operators and travel agents responsible with the threat of criminal fines for the content of brochures and other information and ensure that any package holiday involving air, sea or land travel will be protected by a bond from a tour operator licensed by the government.

The proposals, introduced to enable the UK to comply with an EC directive on package travel which comes into force at the end of next year, are the most far-reaching reform of the travel trade since the mid 1970s.

Then, the collapse of Clarksons and other operators led the government set up a licensing system through the Civil Aviation Authority. In addition, a levy on all charter flights was imposed for a couple of years to provide a back-up fund, the Air Travel Reserve fund, currently standing at £27m.

Mr Lilley's reluctance to embrace the latest proposals as a victory for the consumer owe much to the way the government has been forced to adopt.

By David Churchill

the licensing role. When the European Commission first mooted the idea in the late 1980s the UK government saw little need to interfere with the existing system adopted by the Association of British Travel Agents.

After the Clarksons collapse, Abta took on the responsibility for guaranteeing consumers their holiday or their money back if either the tour operator or travel agent involved was a member of the association.

Until last Autumn, the Abta system worked well.

But last October one of Abta's founder members - Exchange Travel - went into receivership, mainly as a consequence of poor management unconnected to the recession.

Abta's finances were stretched by further collapses and as a result of these cash calls doubts were raised as to whether it could stand another travel trade collapse. It certainly did not now seem the ideal vehicle for the government to invest the responsibility for meeting the obligations under the EC directive.

The result, not surprisingly, was yesterday being described in travel trade circles as "muddled and badly thought through".

Mr Lilley's response is that the proposals are only consultative and can be corrected before the regulations are laid before parliament some time next year.

The main uncertainty involves the proposed licensing system of tour operators. The GAA already licenses tour operators to carry air passengers on charters; not surprisingly, it is less than keen to take on the responsibility for package holidays involving ferries, coaches, and trains.

If it does take on the role, it would probably ask the Tour Operators Study Group - an informal association of the 17 leading tour operators - to administer the bonding system and organise any necessary repatriation of holidaymakers stranded abroad.

The key weakness of the government's proposals, moreover, is that they only cover pre-arranged package travel arrangements.

Similarly, while some re-arranged conference and incentive travel deals would be covered by the new proposals, a hotel, airline, and car-hire package put together at a business traveller's request would fall outside the guidelines.

The government's proposals also leave unanswered the need for control over rogue travel agents. The most common problem is an agent who takes on a deposit for a holiday and then goes into receivership before passing that money on to the tour operator; at present Abta guarantees the money for consumers, but it seems likely that its members will want to forgive such an all-embracing role.

If Abta's future remains uncertain, travel companies themselves are less than happy with other aspects of the proposals. "My initial thought is that it is wrong to impose criminal penalties on tour operators instead of allowing the matter to go through the civil courts," points out Mr Howard Klein, chairman of the Owners Abroad group, the second largest UK tour operator.

European Commission blocks aid to mining areas

By Andrew Hill in Brussels

THE European Commission is refusing to release £100m intended for depressed UK coal-mining regions because it is still not satisfied about the transparency of the British system for allocating EC regional aid.

Mr Bruce Millan, commissioner for regional policy, yesterday announced Ecu1.57bn of regional aid to other member states under a variety of different programmes, but the UK package, which has been awaiting signature since January, is likely to be held up until September.

I'm not satisfied that the arrangements in the UK ensure that the funds have the impact in the areas in which they are intended and not distributed elsewhere. "If I am putting money into coal-mining, I do

not want it to finish up in central London."

Mr Millan said he would press for further funds to be allocated to regional aid after 1993, either through an increase in the structural funds themselves or through the introduction of new funding instruments. These could be tied to environmental projects, urban development or health and education, he suggested.

Despite holding up the Rechar aid, the commissioner was able to announce an Ecu16m package of aid for a programme submitted jointly by the British government and the Irish Republic and aimed at encouraging cross-border co-operation between the two countries.



UK fishing industry is already suffering from a combination of excess fishing capacity and a reduction in fish stocks

Luxembourg asked to rule on sex equality in pensions case

By Raymond Hughes, Law Courts Correspondent

THE European Court of Justice in Luxembourg is to be asked to say what effect a ruling it made on sex equality in pension benefits has on the 4,800 men and women members of pension funds in Colordor, which collapsed in June last year.

In a move which has the backing of the UK government, a High Court judge yesterday referred to Luxembourg questions formulated by lawyers for the Colordor pension trustees and for representatives of members of the pension funds with conflicting interests.

Sir Nicolas Browne-Wilkinson, the vice-chancellor - the senior Chancery judge - also agreed to take the unusual step of writing to the President of the European Court to ask that the Colordor case be heard in conjunction with cases raising similar issues referred to Luxembourg from the Netherlands and Germany.

Sir Nicolas will also urge

the hope that a ruling might be given in about a year, rather than the two years that usually elapse before a decision is reached in the European Court on such a reference.

The Colordor problems arise because of the European judges' ruling in the Barber case in May 1990 that pension counted as pay and that different pension qualifying ages for men and women would offend Article 119 of the Rome Treaty.

Differences have arisen principally over the degree of retrospective effect that should be applied to benefits accrued before the Barber judgment. The Colordor trustees cannot wind-up the pension schemes until they know how that ruling affects them.

Mr Patrick Howell QC, for the trustees, told Sir Nicolas there were about 3,400 men and women in the various company schemes, which had total assets of about £51m.

The largest scheme had assets of over £26m and might

still have a small surplus after allowing for the payment of extra benefits that would be required if the equality provision had to be applied.

However, the smallest scheme already had a deficiency so the imposition of additional liabilities would further deplete at least some of the existing benefits under the scheme.

Mr Howell said a number of uncertainties existed over the application of Article 119 to UK occupational pension schemes, particularly where they were established in trust, and particularly in the light of the Barber judgment. The Barber case concerned a non-contributory scheme, whereas the Colordor schemes were contributory, he said.

One of the questions for Luxembourg concerned the position where the person required to provide funds to bring about equal treatment was not an employer but another beneficiary whose benefit might be reduced, he said.

EC turns the tide in favour of the wandering fishermen of Galicia

Peter Bruce in Madrid, on what EC ruling means for Spain's fleet

THE PIPE bands in some

of Galicia's coastal towns would be enough to bring in any Celtic or English ones too. And the Galician fishermen who yesterday won their case against Spain's Merchant Shipping Act know about tears.

Times are hard in north-east Spain too. Yesterday's victory, in which the EC ruled that British law could not impose ownership restrictions on vessels in British waters, will come as a huge relief to the Spanish fishing community, most of them Galicians, because they are running out of fishing grounds a great deal faster than they are running out of fishers.

Last year the Galicians were forced out of Namibia. Fleets from Southern Spain constantly brush up against the Moroccan authority. The fight

by Galician and other northern

fishermen to fish

British waters and stay there,

and register their ships there,

is not a cynical entrepreneurial

endeavour.

Spain's 17,000-strong fishing

fleet is the biggest in the EC;

the government, anxious not to upset loyal

Andalucian voters in the south and keen to

hold the peasant vote in the north, has done little to encourage rationalisation of the fleet

eight year old Common Fish-

eries policy. Some analysts believe up to 30 per cent of Spain's fishermen are illiterate and would have nowhere to go if they were to lose their jobs.

Having fished out their own

waters Spanish deep sea com-

panies have spread out around

the Atlantic and have regis-

tered ships in Britain and

Ireland to take advantage of

quota allotted to those two

countries under the CFP.

The Spanish, in fact, first

registered a trawler in the UK

in 1957 but by the time the new

Merchant Shipping Act sought

to bar the Spanish ships two

years ago, their numbers regis-

tered in Britain had risen to

more than 100. About 80 Galician firms were involved.

Principally the British and

Irish waters are being fished

for hake, which fetches about

three times the price in Spain

than it would in the UK, making

the costs of catching far

from Spain worthwhile. Hake

(merluza in Castilian) is

regarded as something of a delicacy and forms the basis of a

string of modern Basque dishes

that are Spanish favourites.

The Spanish have also long

believed that their agreement

to allow the marketing of a

thing called British Sherry has

never been fully compensated

for and will have few sleepless

nights about putting a few

British noses out of joint over

fishing rights.

loyal Andalucian voters in the south and keen to hold the peasant vote in the north, has done little to encourage rationalisation of the fleet

Madrid claims tonnage has been cut 11 per cent under the

terred ships in Britain and

Ireland to take advantage of

quota allotted to those two

countries under the CFP.

The Spanish, in fact, first

registered a trawler in the UK

in 1957 but by the time the new

Merchant Shipping Act sought

to bar the Spanish ships two

years ago, their numbers regis-

tered in Britain had risen to

more than 100. About 80 Galician firms were involved.

Principally the British and

Irish waters are being fished

for hake, which fetches about

three times the price in Spain

than it would in the UK, making

the costs of catching far

from Spain worthwhile. Hake

(merluza in Castilian) is

regarded as something of a delicacy and forms the basis of a

string of modern Basque dishes

that are Spanish favourites.

The Spanish have also long

believed that their agreement

to allow the marketing of a

thing called British Sherry has

never been fully compensated

for and will have few sleepless

nights about putting a few

British noses out of joint over

fishing rights.

will be a trickle." Dutch boats

fish for sole in the North

Sea might exploit the ruling

anyway," he said.

Observers think Britain, in

responding to the judgement, could tighten up the rules govern-

ing fishing boats operating in

British waters to try to

ensure that Britain gets a

greater part of the value added

from the offshore catch.

By lifting a further barrier to

the entry of foreign boats into

British waters the EC autho-

rises are putting yet more pres-

sure on the British fishing

TECHNOLOGY

The picture on the front page of a German tabloid a few days ago said it all. A driver breaking the speed limit had been caught on film, his face and car number plate clearly visible - along with a defiant gesture.

Drivers throughout Europe are facing an increasing array of traffic detection equipment which is being installed to help the police identify cars and to allow private companies to monitor road usage. The introduction of the technology, however, could raise serious concerns about civil liberties.

The British government's new Road Traffic Act endorses the use of automatic cameras to photograph drivers exceeding the speed limit.

At present, "speedometers", such as radar guns, require the presence of an operator. But the latest equipment automatically records a picture of the car, showing driver and number plate, while imprinting the date, time and velocity on the edge of each frame.

These automated cameras usually use radar to measure speed, although some use lasers, infra-red rays or sensors in the road. (The speed of the vehicle is calculated from the time it takes to pass over two sensors in the road.)

At present, the equipment is only used experimentally in a few test sites in the UK, such as Twickenham, in the London suburbs. But it is widely used in a number of countries, including Switzerland, Austria, the Netherlands, Israel and Australia.

Although this technology is only just being introduced, there is at least one automatic detection device already in use in the UK, which identifies drivers skipping red lights. Some 120 of these "red light cameras", which cannot register the speed of a car, and so cannot be used to check speeding drivers, have been installed on top of traffic lights around Britain. If the light is red a car passes over an inductive loop in the road just after the stop line, and then another loop one metre further forward, a camera snaps a photograph of the rear of the vehicle as it is driven away.

In congested areas such as around the Severn Bridge, conventional cameras overlooking the road have long been used to control traffic flows. The pictures are connected directly to police control rooms where they are monitored.

But far more powerful, and potentially more worrying, is equipment which can digitally "read" car number plates as

Andrew Jack examines traffic detection equipment and how it may impinge on civil liberties

Lights, camera, action

the car passes the camera. Computer Recognition Systems, based in Wokingham, has produced versions of its number plate recognition system (NPS) for more than a decade, although business has grown rapidly in the last few months.

NPS uses digital image processing to convert the pictures from a television camera into 250,000 "pixels", or picture elements. It compares them with known patterns to identify the digits and characters on a number plate. Accuracy is now at least 70 per cent, although in some trials up to 95 per cent of number plates have been read correctly, the company claims.

Bill Adaway, managing director, is cautious about revealing clients or even the number of units sold, but says the equipment is used in at least six countries.

The first system was installed experimentally in 1980 in the Dartford Tunnel to help police search for stolen cars. Others have been used for traffic surveys in conjunction with the Transport and Road Research Laboratory and the Department of Transport.

Potential applications of the equipment include identifying smugglers' cars at border crossings and recognising public service vehicles to enable them free access to congested areas. Vehicle identification can also be used by companies to ensure that only authorised vehicles enter their premises.

From the end of this year, the public will be exposed to a different form of electronic surveillance at the Dartford River Crossing. Electronic tags with individual numbers will be attached to the vehicles which

use the crossing on a regular basis, and each number will correspond to a customer account. An antenna will "read" the tag, and check to see if the driver is in credit.

Similar technology has recently been developed by an Australian company, Integrated Silicon Design, and is being marketed as a way to find stolen cars. Its sensors, mounted on traffic lights, can detect radio frequency tags built into cars from up to 14 metres away, even while the car is speeding away.

The worry with all of these recognition systems is that there may not be strict enough controls over who has access to the information which is being collected, and how it might be used. Many people are concerned that commercial or official survey information on traffic could be passed to a variety of government agencies, including the Inland Revenue and the police.

Bill Adaway of Computer Recognition Systems argues that any loss of privacy may well be balanced by reductions in traffic congestion, pollution or theft which these devices can help bring about. "You may be prepared to put up with some impositions if there is some return," he says. "Besides, if you're not doing anything wrong it doesn't matter if you are being watched."

Even the Automobile Association and the Royal Automobile Club, which once opposed automatic speed detection equipment, are now less concerned. "There's a growing recognition that traffic growth and abuse is a problem," says Paul Watters, a policy researcher with the AA. "We are keen to see the speed limit

Theoretically, under the Data Protection Act in the UK the public has the right to see any personal information stored on computer and correct inaccuracies - unless this is likely to prejudice the prevention of crime. "The area where there is not much control is in who has access to the data and the purposes for which it can

be used," says Francis Aldhouse, deputy data protection registrar.

Despite the concerns of a few individuals, no major organisation in Britain seems to have taken up the cudgel on behalf of civil liberties. A spokesperson for Liberty, formerly the National Council for Civil Liberties, says it has not specifically considered the issue, although it believes there should be more statutory control over police use of technology.

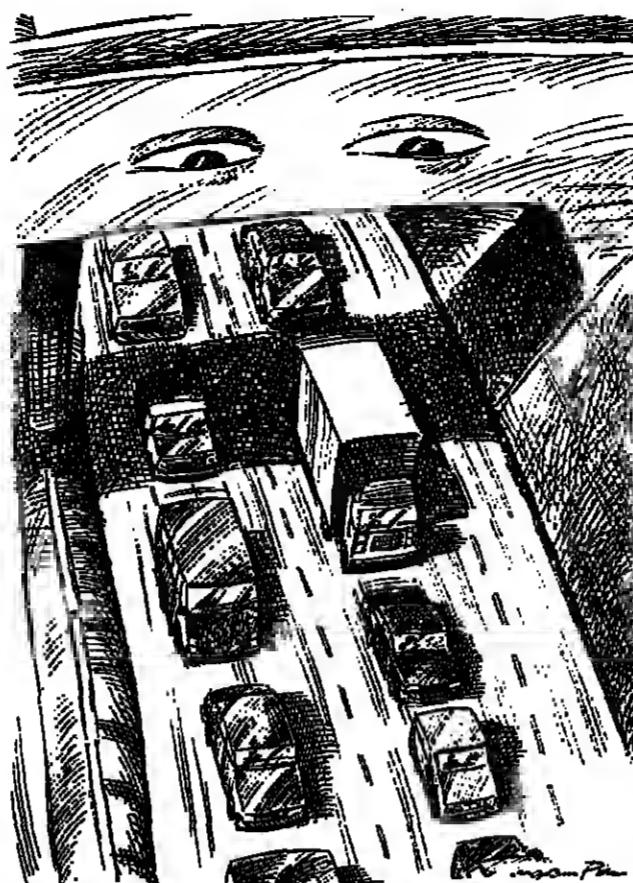
Concerns may grow as the cost of the technology drops and the equipment proliferates.

Bill Adaway of Computer Recognition Systems estimates that number plate readers, which attempted to reduce congestion by identifying cars using radio frequency tags. After two years of political pressure generated forced it to be abandoned in 1985.

It was precisely this fear that fuelled public opposition to a pilot electronic road pricing system launched by the Hong Kong authorities, which attempted to reduce congestion by identifying cars using radio frequency tags. After two years of political pressure generated forced it to be abandoned in 1985.

Where automated cameras have been installed, they have not always been positively accepted by road users. German drivers, chomping with anger at being sent photos of themselves speeding, have been known to return to the camera which photographed them and snap the cables.

Oracle, which is adapting its software to run on parallel processing machines, says that because the NCube machine is less expensive than traditional mainframes the price-performance of the



Sounds like a quality system

A CUSTOMER's preference for one motor car over another may lie in something as subjective as the sound the engine makes when the car accelerates. By adjusting the sound just slightly, the manufacturer may be able to persuade the customer that its automobile is of a higher quality than that of its competitor.

To help manufacturers of everything from refrigerators to air conditioning units to produce pleasant-sounding machines, Structural Dynamics Research Corporation (SDRC), the Hitchin-based arm of the US organisation, has developed engineering software to analyse machine-generated noise and help manufacturers adjust it.

SDRC's hardware and software package, called the sound-quality engineering system, analyses the sound made by the existing or prototype machine, determining where each sound element originates and, in the case of a vehicle for example, the path by the noise travels into the interior of the car.

The software creates a target sound - a pleasant sound which the manufacturer should aim for - and analyses what elements of the design would have to be changed to achieve that.

Software wins the speed race

SOFTWARE company Oracle, best known for its relational database management system, has put its weight behind "massively" parallel processing computers, which can handle thousands of streams of data simultaneously.

Unlike traditional serial computers, which process one bit of data at a time, in tests carried out on a NCube machine, from the US company of the same name, Oracle reports that data was processed at a rate of 1,073 transactions per second. This was more than 25 per cent faster than when the Oracle relational database management system was run on a traditional mainframe. Then the highest speed was 419 transactions per second.

Oracle, which is adapting its software to run on parallel processing machines, says that because the NCube machine is less expensive than traditional mainframes the price-performance of the

parallel machine worked out at more than 20 times better than that of a serial machine.

Hot wires under the spotlight

A WORKING motor incorporating superconducting electric coils has been demonstrated in the US by the Reliance Electric Company, of Cleveland, Ohio.

The superconducting coils, made by the American Superconductor Corporation, of Watertown Massachusetts, have to be cooled to a temperature of nearly -200 deg C. But because the superconducting wires in the coil conduct electricity without losing energy through resistance - unlike copper wires - the demonstration motor produced 25 watts of power with a current of half an amp.

The wires are based on a new family of high-temperature ceramic superconductors which American Superconductor manufactures in a flexible form. The wire is wrapped round a metal core - like thread on a spool - to produce the three-inch high ASC series 77-SSO coil.

Pen-pal offers a helping hand

PEN-based computer systems have proven particularly popular with large manufacturers and public service companies which need to collect data in the field. The trouble for the smaller company is that developing applications software to work on Grid's Grid-Pad for example, is complex and requires professional software writers.

To solve the problem, Grid, part of the US Tandy Corporation, has introduced an application development tool, called Pen-Pal, an object-oriented programming language which generates code.

Grid believes Pen-Pal, which was developed by Pen Pai Associates, of Los Altos, California, will enable people who are not trained in writing in the C programming language to write their own programs for use on their handheld pen and display system.

Operators that speak Japanese

JAPAN'S PC Open Architecture Developers' Group has expanded to 20 members and this week announced specifications for printer and key-



WORTH WATCHING

by Della Bradshaw

board, writes Steven Butler. The group was set up in March, on the initiative of IBM Japan, with the aim of developing an open architecture for a personal computer operating system that would be compatible with the IBM/AT system, while able to run Japanese language software.

Development of the Japanese computer industry, especially software, has been held back by a proliferation of operating systems, and a lack of compatibility with other systems.

All the major Japanese computer makers - with the notable exception of NEC, which has a 50 per cent of the local market - have joined.

Aside from keyboard end printer specifications, the group has also agreed on code page, and format details. A compatibility testing facility has also been opened.

You just try to scratch that car

THE biggest fear when parking a new car must be that someone will come along and scratch the paintwork. But Nissan, the Japanese car company, in conjunction with four Japanese paint makers, has developed a new coating which could thwart even the most persistent vandal.

The paint is a highly durable, clear top coat made of a mixture of carboxyl and epoxy resins instead of the acrylic and melamine resins used in the past for most clear coatings. Nissan plans to use the new paint on car models scheduled for introduction later this year.

Contact: SDRC: US, 512 578 2400; UK, 0462 457111; Oracle: US, 415 506 7000; UK, 0344 800085; American Superconductor: US, 617 923 1122; Reliance Electric: 216 265 5800; Grid: UK, 081 597 6965; IBM: Japan, 3986 1111; Nissan: Japan, 63 3565 2146.

BUSINESS YEAR 1990:

A challenging year

Let the human race live as long as it will, there will never be a shortage of obstacles to inspire it to mobilize its strength.
Goethe, 1828

1990 was an especially challenging year - and a major opportunity for DGZ to mobilize its strengths. The radical political and economic changes that resulted from the unification of Germany are reflected in our balance sheet: starting in mid-1990 we assumed the central bank functions for the savings banks in Germany's five new federal states.

As a result, our balance sheet total nearly doubled to DM 88 billion. About three-quarters of this increase stemmed from funds which the savings banks in eastern Germany deposited with us in the last quarter of 1990. Moreover, we achieved good results in all traditional areas of operation.

A copy of our annual report is available on request.

Financial Highlights (DM million)	1990 DGZ Group	1990 DGZ	1989 DGZ
Total Assets	94,932	87,874	43,970
Due from Banks	37,380	32,759	16,470
Debentures and Bonds	30,938	30,315	6,277
Receivables from Non-Bank Clients	24,074	22,524	19,072
Fixed Assets	129	239	173
Deposits by Banks	58,567	55,885	15,833
Deposits by Non-Bank Clients	7,112	3,474	3,343
Own Debentures in Circulation	26,266	25,647	22,708
Capital, Shareholders' Loans and Reserves	1,379	1,290	785
Net Interest and Commission Income	254	215	220
Personnel and other Expenses	88	83	71
Taxes	75	64	40
Net Profit	30	30	30

**Deutsche Girozentrale
Deutsche Kommunalbank**
FRANKFURT/BERLIN

Europastrasse 10, D-6000 Frankfurt am Main 1, Tel.: (0 69) 2693-0, Telex: 414168; Kurfuerstendamm 32, W-1000 Berlin 15, Tel.: (0 30) 884186-0, Telex: 183 351; Hans-Beimler-Strasse 91-107, Berlin, Tel.: (0 30) 43 85-0, Telex: 0114738; Luxembourg Branch: 16, Boulevard Royal, L-2449 Luxembourg, Tel.: (00 35 2) 46 2471-1, Fax: 462477.

Bank Polska Kasa Opieki S.A.

is one of the largest commercial banks in Poland.

The share capital and reserves of the Bank total \$160m whereas the consolidated balance amounts to \$5.9bn.

Bank Polska Kasa Opieki SA is a universal bank.

It offers its clients a wide and varied range of services as a:

- Deposit Taking Bank
- Commercial Bank
- Foreign Exchange Bank
- Investment Bank

We have the experience gained over many years in foreign trade financing and in dealing on international money markets.

We can be your serious partner in commercial and financial activities carried out in the countries of Central and Eastern Europe.

BANK POLSKA KASA OPIEKI S.A. • Head Office
7/9 Traugutta St., 00-950 Warsaw, Poland
P.O. Box 1008 • Cable: bankpekao
Tlx: 816 442 b pekao pl • Phone: 26 92 11

BANK POLSKA KASA OPIEKI S.A. • Branch Office
23 rue Talbot, 75009 Paris, France
(change) • Phone: 424 712 72
BANK POLSKA KASA OPIEKI S.A. • Branch Office
95 Allenby Road, Tel-Aviv, Israel
P.O. Box 267 • Tlx: 371 471 • Phone: 237 641

BANK POLSKA KASA OPIEKI S.A. • Branch Office
470 Park Avenue South, New York, N.Y., U.S.A.
Tlx: 49605633 bpkao nyk, 49605632 bpkao fx • Phone: 212 725 8834



MANAGEMENT

A few years ago, it would have amounted to heresy for one of Germany's manufacturers of luxury, high-performance cars to suggest producing abroad.

That was when the main competition came from Europe and the Japanese had not started to penetrate the upper end of the car market. Mass producers like Volkswagen, Opel (part of General Motors of the US), and Ford (also US-owned) have long had plants abroad. But for Mercedes-Benz, BMW, and Porsche, "made in Germany" had to mean just that. If consumers were to be persuaded to pay the higher prices that went with the extra performance, style, and image.

On the whole, the cars are still German-made, of course, but the arguments are weakening in the face of tougher competition - the Japanese now have a wide array of sports and up-market models - rising German costs, especially of labour, and high taxes. Says Eberhard von Kuenheim, who has headed BMW for the past 21 years: "We are much more open-minded about this issue (of producing abroad) than we used to be."

BMW, whose sleek, well-styled models combine elements of hedonism - its headquarters are to the elegant, fun-loving city of Munich - technological performance, and executive comfort, has its main production in the southern state of Bavaria, where its other two plants are to Regensburg and Dingolfing. It also has an engine plant in Austria and small sites in Malaysia, Indonesia, Thailand, and Uruguay assembling cars from imported kits. Like Mercedes, it has a production plant in South Africa to fulfil local content requirements.

Until now, BMW's commitment to producing in Germany, apart from its small foreign assembly operations, was never in doubt. "Our production is in Germany," says von Kuenheim, 62. "Whether it stays there depends on circumstances. Before, we used to say much more strongly to ourselves: 'We must stay here; our cars are made in Germany, we come from Bavaria, and we are called Bayerische Motoren Werke (Bavarian Motor Works)'. We don't see all this so narrowly today."

That does not mean BMW necessarily has plans to start production outside Germany right away. Von Kuenheim is coy about how far it's thinking has developed: "It's our job to think the unthinkable," he says. Clearly, as analysts point out, a full-scale foreign production plant would not be feasible for a company the size of BMW, whose output is not far above 500,000 cars a year. But his comments show that conditions are changing quickly and that assembly could well be extended abroad to serve wider regional markets.

Other companies think the same way. Mercedes-Benz, which assembles cars from kits shipped to Asia, is considering doing the same in Mexico. Component-makers like Robert Bosch constantly stress rising cost levels in Germany and the pressure to shift

The German car-maker is considering drastic action in its head-on competition in the luxury market. Andrew Fisher reports

Japanese make BMW think the unthinkable



Wolfgang Reitzle (left) and Eberhard von Kuenheim: keeping production in Germany depends on circumstances

output abroad, especially after the latest near 7 per cent wage settlement in the engineering industry.

So far, BMW has ridden out such problems, propelled along by a successful model range that has kept sales and profits rising steadily.

Last year, turnover was 2.5 per cent higher at DM27.2bn (£9.1bn) with DM30bn aimed for in 1991. Net profits went up by 25 per cent to DM96m, helped by lower foreign taxes, and output edged up by 1.6 per cent to 520,000 cars; BMW also increased production of motor-cycles by 23 per cent to 32,000 units.

Von Kuenheim admits that its product range - starting with the latest 7-series at the top of the range in 1986 and continued with the medium-sized 5-series in 1988 and the replacement for the small 3-series this year - has been well-timed. "This year, we will make more cars and have more turnover than in previous years, and I expect profits at least to equal those of last year."

With record order books and delivery times for some cars stretching into next year, BMW is virtually certain of another good result in 1991.

barring nasty surprises. But the future could be less assured. "They've come through a good cycle," says John Lawson, an analyst at Nomura Research in London. "But the 1990s may well not be their decade. The key question is whether the costs of production come down."

Although von Kuenheim has headed BMW into the 1990s, it will be his successor who takes it into the next century. Since the Prussian-born von Kuenheim is still a few years of strain or ennui - he is the longest serving chief executive in the world motor industry - no-one is yet under discussion to replace him. But a prime candidate must be Wolfgang Reitzle, the 42-year-old research and development director whose elegant suits and pencil-thin moustache give him a 1930s matinee idol appearance.

Both men express no doubt as to where they see the main threat coming from - Japan. What worries Reitzle most is not the models so much as the price at which they are being sold, especially in the US. Toyota's Lexus retails for around \$40,000 in the US against just over \$30,000 for a

BMW 7-series. "This is an aggressive price," comments Reitzle. "The Japanese cause us more headaches than our European rivals."

Notes Stephen Reitman, an analyst with stockbrokers UBS Phillips & Drew in the UK: "BMW is as exposed to the Japanese as anyone." Because its latest price rises have been modest, it may, however, feel the brunt less forcefully at first. Mercedes-Benz, for instance, slapped on a 25 per cent price rise for its new S-class.

What bothers Reitzle is that low pricing by rival Japanese companies could harm BMW's strategy of providing more variety within its basic model range. To do this, and thus offer customers a wide range of equipment, interior fittings, and performance, BMW has to be able to charge a premium price. Reitzle explains that BMW now faces a much more conflicting set of consumer demands. People want increased driving and technical performance, as well as greater comfort and safety, more fuel efficiency, and lower exhaust emissions.

At the same time, BMWs have to keep their sporty, somewhat carefree emotional appeal. "Sterile technology

is not enough for BMW," says Reitzle. To stay ahead, BMW is raising its customer service activities and offering even more choice.

"Even market segments are splitting into fragments. There are niches in niches." BMW is also increasing its own development work on electronics - about 10 per cent of its 5,000 R&D staff now work in this sector - so it can order more custom-made components from suppliers.

This is very well, as long as the Japanese do not extend their price battle to Europe. So far, they have not done so, with the Lexus selling in European markets at prices similar to the competition. But neither Reitzle nor von Kuenheim make any bones over what they see as the ultimate aim of Japanese car-makers: to overrun the European motor industry.

Through heavy investment in its Bavarian plants and close attention to logistics and supply costs, BMW has kept prices within bounds. The new 3-series costs on average only 5 per cent more than the previous generation. "We could charge more," says Reitzle, "but we would lose sales out on that. We want to sell more than 300,000 (3-series) cars a year."

BMW also wants to shorten its model development times, something at which the Japanese have been very adept. It has built a DM1.2bn R&D centre, presided over by Reitzle. He stresses, however, that the ability to design and produce new models more quickly does not mean BMW intends to do so every three years or so. It intends to keep to a lifecycle of seven years for its smaller cars and nine for its big ones. Only in this way can it cover its high development costs.

While the times and pressures may seem dramatic and the challenges ever more testing, von Kuenheim appears to take it all in his stride. He recalls that the 1980s started off gloomily, but ended up well. As for BMW's surprise move into aerospace last year with Rolls-Royce of the UK, he says this is going well. Nor will the joint investment of DM1bn in new engines, spread over the rest of the decade, stretch its finances. No other ventures outside the car or related sectors are planned. "We are not fetishists about diversification."

Anyone seeking philosophical insights into management from the intellectual von Kuenheim will be disappointed, however. "There are no recipes," he says. "We don't believe much in 'management by' this or that. The important thing is to have enough dedicated people who do more than their duty and show initiative, imagination, and occasional vision."

One more thing is vital, adds the imperious von Kuenheim: "The ability to keep your nerve in critical situations. It's amazing how many people, very important people, here and elsewhere, get nervous at difficult times." Yet with the Japanese revving up to try and overtake BMW and its fellow European makers, there is certainly be plenty to be nervous about.

Becoming a good pan-European

By Andrew Jack

The move towards business adopting a pan-European approach is hotting up.

As integration progresses,

companies are beginning to see

the need to organise them-

selves across the continent,

instead of remaining nationally

autonomous.

Yet while few managers dis-

agree with the need for this

transformation, there is little

clear advice about how it can

be successfully achieved.

On the one hand, there is a

growing need for co-ordination.

Some areas of customer

demand are becoming more

uniform; for example, busi-

nesses often want identical

PABX telephone exchange and

network facilities throughout

their operations.

Research and development

requirements call for the econ-

omics of scale present only in

single large laboratories.

Reduced barriers to trade

within Europe are also pushing

companies to rationalise their

pricing strategies across bor-

ders, and develop comprehen-

sive distribution systems

which cover the the whole of

the continent from a few

centres.

On the other hand, local

tastes vary as much as ever.

Differences continue to exist,

for example, in consumer

demand - such as the French

passion for Arabica coffee - as

well as in professional stan-

dards.

Language and cultural barri-

ers often dictate the need for

locally-based sales forces and

distribution channels.

The resolution of these com-

pany tensions lies, not sur-

prisingly, in compromise.

Norman Blackwell, Jean-

Pierre Blot, Peter Child and

David Hensley, four McKinsey

consultants based in London

and Paris, suggest that there is

no single blueprint for

change*. Instead, based on

their analysis of companies

trying to turn themselves into

European organisations, they

lay out a six part classification

system of alternative integration

mechanisms which reflect

varied levels of international

co-ordination.

Companies in different Euro-

pean countries often have dif-

ferent languages and national

management systems which

make comparison difficult.

* Shaping a pan-European

organisation. McKinsey Quar-

terly. Number 2, 1991.

AIB CAPITAL MARKETS

A FORCE FOR INNOVATION



The AIB International Centre, Headquarters of AIB Capital Markets, is the flagship of Dublin's new International Financial Services Centre (IFSC)

A wide range of tax, property and other incentives are available to companies seeking to establish operations at Dublin's IFSC. The new Centre has already attracted a great deal of interest and indeed solid commitment from many leading international financial institutions. 170 projects have been approved, of which almost 100 are now trading. The Centre is still in the course of construction, however, and to date only the AIB International Centre has been completed and occupied. Backed by the strength of AIB, Ireland's leading banking and financial services group, with assets of over \$27 billion, and our experience as the IFSC's first occupant and market leader, AIB Capital Markets is in a unique position to assist companies wishing to establish operations there.

Our comprehensive range of services includes:

- Banking services
- Asset financing and tax efficient cross-border financing
- Treasury services
- Funds management and Custodial services
- Advice, structures and sophisticated back office services for banks and multi-national companies setting up at the IFSC
- Dealing Room installation and systems, including telecommunications.

Contact Colm Doherty at Dublin 740777 or Dermot Cahillane at Dublin 740222 (international prefix: +353 1; from UK prefix: 010-353 1)

You may fax Dublin 743050 for our comprehensive information pack on the International Financial Services Centre.



MEMBER OF SFA

THE PROPERTY MARKET

Assets that must earn their keep

By Sandra Jones

The institutions are no longer going to treat property as a secure long-term hold, locked away like the family silver.

The funds are estimated to own well over half the country's leased commercial property and will continue to be significant players in this sector. Nevertheless, interviews with 22 property fund managers indicate that no property has an automatic right to stay in the investment portfolio of the 1990s.

Several funds have developed new management structures to encourage more active scrutiny by managers. Norwich Union's Mr John Whalley explained that "the fund has completed a major review of work practices and is 'restructuring into 10 self-contained property business units'.

Property plays a dual role in any portfolio. It is a hybrid, offering the stability of a gilt in a poor market (assuming a strong tenant covenant), and the growth potential of an equity in a good market. Mr Tony Faulkner of Sun Life believes property should be valued as "two elements - the 'secure income for 25 years comparable with a gilt, and the income growth potential as a quasi-equity".

It also has attractions that neither equities nor gilts can

match - a degree of direct control and scope for enhancing value or income through the injection of capital. As Mr John Case of Pearl Assurance notes: "Development value can be released several times during a period of ownership."

In a market in which rental growth is limited, being able to enhance the performance of an asset without relying on an upward trend in the market is highly prized by the institutions. Opportunities to acquire the building next door, to renegotiate leases or to refurbish parts of a building, can arise even when general market conditions are declining.

For the 1990s most institutions will be looking for those gilt-like qualities - a secure long-term income, with income or capital growth regarded as a bonus. That security is as likely to be based upon the position, location and quality of the property as on the length and strength of the lease. Only two of the managers interviewed felt strongly committed to the 25-year lease and even they conceded that they would adapt if the market moved towards shorter terms.

Fifteen-year leases were generally found acceptable by most of the managers surveyed. In fact, these leases may have added advantages because rental and capital val-

ues are adversely affected once a building is 15 years old. "Investors are willing to buy buildings with leases half-way through their term - it's a matter of reflecting it in the yield," says John Case of Pearl.

"If the landlord wants to redevelop, 25-year leases are very unpopular."

There is no discount at review for a lease with 15 years to run, so why assume they are of lower value?

A lease of 10 years or less would not be attractive, although it might be necessary to secure the letting of a new development in the current market.

Multi-tenanted buildings will appeal to the institutional investor; they reduce exposure to a single covenant and can ratchet up rents at review by establishing a continuous stream of open market evidence, and allowing a landlord to refurbish parts of a building.

Prime buildings or locations are still in favour with the institutions, especially if the market is to be slower in the next few years. If leases shorten, prime investments will be shown to advantage simply because a good building is far more likely to attract a replacement tenant.

Managers rarely buy secondary buildings for their own sake or for their high yields; CIN is moving towards a

freehold-only policy, according to Mr Juddery, because it distinguishes being held to ransom.

Commercial Union Properties would avoid leaseholds wherever possible because "freeholders seek to increase the rental gearing in return for consent to the long-leaseholder to invest capital in the building".

Generally, the institutions put little faith in "vulture" purchases - apparent bargain deals. While one would turn down a genuine bargain, the stock they want is not available at the moment. "Vultures and albatrosses are indistinguishable from a distance," says Mr Juddery.

In sum institutional investors want the gilt-like qualities of a secure income from their property with the potential to enhance rental value. This will be derived from holding properties which meet the needs of a tenant, offer opportunities for change and give them greater control over their investments. They are prepared to keep a constant watch on the performance and condition of their holdings and recognise that a building is good for occupiers is ultimately good for investors.

The author is a director of Baker Harris Saunders, the international property adviser.

IPD monthly index

Total return index June 1990 = 100

105

100

95

90

85

1990

J J A S O N D J F M A M J

1991

IPD Retail Office Industrial

Monthly change			
index based at December 1985			
	June 1991	May 1991	Change
IPD	164.65	164.55	0.2
Retail	144.76	144.15	0.4
Office	170.90	171.83	-0.5
Industrial	218.74	216.56	1.0

Improving trend maintained

The trend of improvement in monthly returns to the IPD Monthly Index, with last month's total return figure turning positive for the first time in 1991, has continued into June. Capital growth and total returns over last month's figure, total return in this sector now stands at -10.4 per cent compared to -3.5 per cent for retail and -0.5 per cent for industrial.

Not all indicators point to a swift recovery. Rental value growth continues to fall on both a monthly and annual basis, with the year-on-year growth rate finally touching zero. Average yields, stabilis-

ing over the previous couple of months, moved out again in June.

Only the office sector failed to show a deterioration over the month, albeit a small one. Moreover, this sector continues to lag behind the other two, and the gap is widening. The quarterly results were, however, the best since March 1990.

Industrial sector showed a similar pattern to retail with June returns the best this year, and rental value growth much improved. Returns were, however, much stronger than those of retail.

33 CHANCERY LANE
LONDON WC2

A development by
GREAT PORTLAND ESTATES PLC.

Prime
New Air
Conditioned
Office
Development

2,500 sq. ft.
23,000 sq. ft.

DE GROOT COLLIS
071 242 0333
SWAN HOUSE 27-29 HIGH HOLBORN
LONDON WC1V 6AA FAX 071 242 0333

IMPORTANT IRISH PROPERTY
FOR SALE BY PUBLIC TENDER

Sir Patrick Dun's Hospital,
Grand Canal Street, Dublin 2, Rep. of IRL.

Substantial three storey building of c.6,500 sq.metres on a c.8,100 sq.metres (2 acre site).

Prominent location, one mile from city centre.

Title - Freehold. Zoned B1.

Suitable for commercial development.

Submission of tenders not later than 12 noon on Wednesday the 25th of September 1991.

SOLICITORS: A. & L. Goodbody,
Eadsfort Centre, Lower Hatch Street,
Dublin 2, Rep. of Ireland.

SELLING AGENTS: Lloyd & Partners,
Hogan House, Grand Canal Street,
Dublin 2, Rep. of Ireland.

On instructions of Siliconix Ltd.
SWANSEA

HIGH-TECH UNIT
40,000 sqft - 5.75 ACRES
FOR SALE
FREEHOLD

- Adjacent M4 Motorway
- Versatile accommodation
- Room for expansion
- Air conditioned
- Clean air testing areas

HENRY BUTCHER
PEARL HOUSE, GREYFRIARS ROAD, CARDIFF CF1 3AB
0222-588888

THE MERCERS' COMPANY

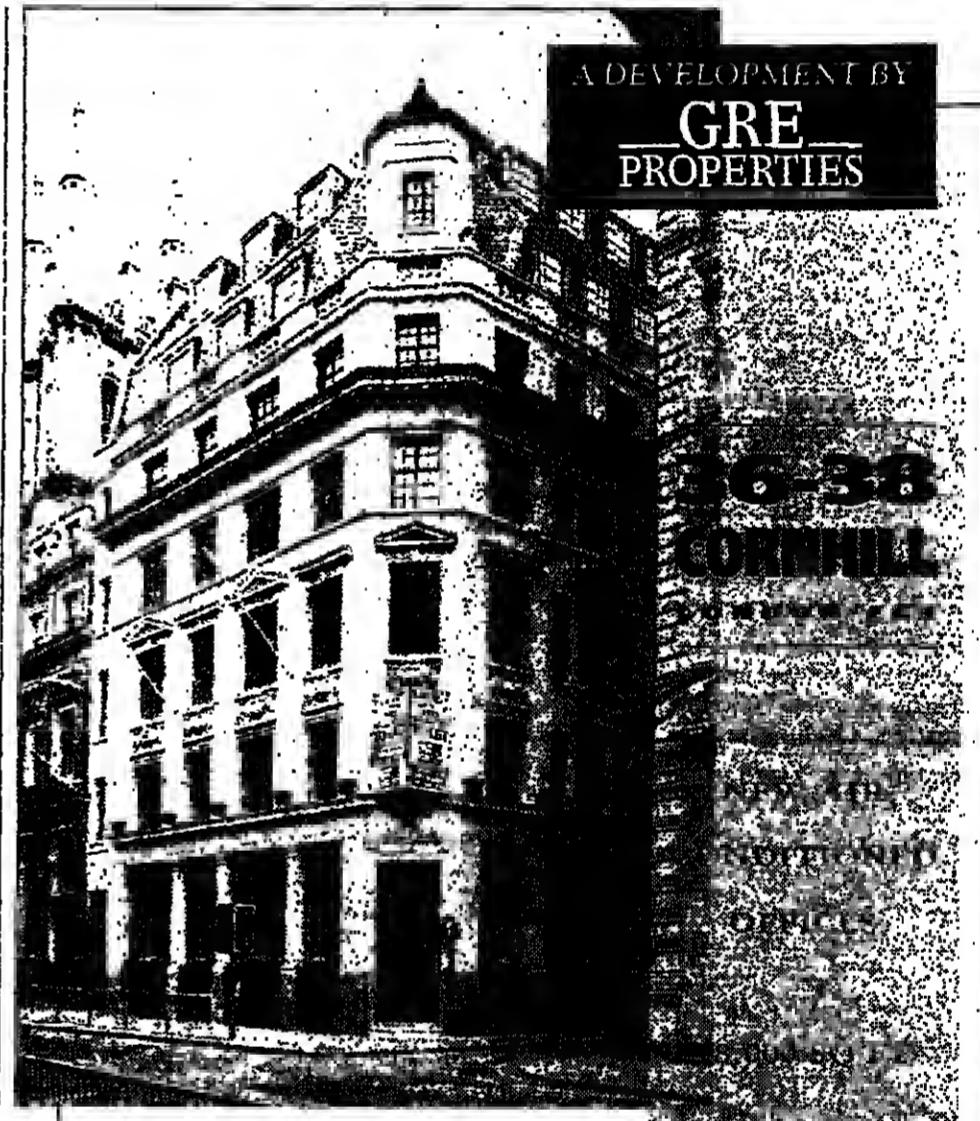
£40,000,000

Medium term loan facility
for the development of
Barnards Inn, London EC1.

Funds provided by:

BARCLAYS BANK PLC
BARCLAYSCANADIAN IMPERIAL
BANK OF COMMERCEAgent Bank
BARCLAYS BANK PLC

A DEVELOPMENT BY
GRE PROPERTIES



JOINT AGENTS

Connell Wilson
071-353 9161

Jones Lang Wootton
071-248 6040

PRE-LET INVESTMENT FOR SALE

at £525,000 with

100% TAX RELIEF

at Team Valley, Tyneside Enterprise Zone

Now 10,000 sq ft Warehouse
25 year FRI. Pre-let to major PLC
100% Tax Relief for individuals and companies

For further information contact: Chris Barber
EZD Property Group Plc, World Trade Centre, London E1 9UN
Telephone: 071 480 7513

Enterprise Zone Developments EZD

A Developing Company

ESSEX HOUSE
12-13 Essex Street, WC2
Refurbished Office Building
1,200 - 13,000 sq ft TO LET

Weatherall Green & Smith
071 405 6944

Bates Richards
071 404 5043

PROPERTY INVESTMENT COMPANY

required with

LET INDUSTRIAL/SHOP/OFFICE PORTFOLIO

25M to £30M

Contact: D Rodney, FCA, Bellman Messik
071 402 8442

EAST SUSSEX
PROPOSED GOLF COURSE

An opportunity to acquire superb grade 2 listed farmhouse, impressive timber framed barn plus other buildings. Set in 122 acres with planning permission for golf course, in an area with huge demand for pay as you play facilities. Further acres available.

Contact Leisure Estates, Ash House, 38-40 Broad Street,
Soford, SN2 1NF
Tel: 0323 896666

FOR SALE Enterprise zone, team valley, Gateshead, Tyne and Wear, NE10 9JF
25,000 sq ft, 2 year rental guarantee
Guide price £500,000. Further details:
Colliers Stewart Newson (091) 222 2200

FOR SALE Enterprise zone, team valley, Gateshead, Tyne and Wear, NE10 9JF
25,000 sq ft, 2 year rental guarantee
Guide price £500,000. Further details:
Colliers Stewart Newson (091) 222 2200

VICTORIA

Offices 224/1320 sq. ft.
Rents from £12.50 p.s.f.
Lift. CH.

071 499 6353 Ref JC

April 1991

FARNHAM

Town Centre Offices
4,300 - 5,840 - 10,140 sq ft.
44 Car Spaces.

Tel: 071-629 8814.
Fax: 071 491 2381

THE COMMERCIAL
PROPERTY SECTION
APPEARS EVERYFRIDAY
FOR MORE INFORMATION
CONTACT

WAI-FUNG CHEUNG

Tel: 071-873 3574

Fax: 071-873 3064

THE FINANCIAL TIMES

ALSO PROPOSES TO

PUBLISH THE

FOLLOWING SURVEYS:

27 SEPTEMBER

CITY OF LONDON
PROPERTY

25 OCTOBER

PROPERTY INVESTMENT
& FINANCE

FOR EDITORIAL SYNOPSIS

AND ADVERTISING RATES

CONTACT

PETER SHIELD

TEL: 071-873 3284

OR WRITE TO

COMMERCIAL PROPERTY

DEPARTMENT

FINANCIAL TIMES

NUMBER ONE

SOUTHWARK BRIDGE

LONDON SE1 9EL

CLUBS

EAT

FOR SALE

Enterprise zone, team valley,

Gateshead, Tyne and Wear, NE10 9JF

25,000 sq ft, 2 year rental guarantee

Guide price £500,000. Further details:

Colliers Stewart Newson (091) 222 2200

25,000 sq ft, 2 year rental guarantee

Guide price £500,000. Further details:

Colliers Stewart Newson (091) 222 2200

25,000 sq ft, 2 year rental guarantee

Guide price £500,000. Further details:

Colliers Stewart Newson (091) 222 2200

25,000 sq ft, 2 year rental guarantee

Guide price £500,000. Further details:

Colliers Stewart Newson (091) 222 2200

25,000 sq ft, 2 year rental guarantee

Guide price £500,000. Further details:

Colliers Stewart Newson (091) 222 2200

25,000 sq ft, 2 year rental guarantee

Guide price £500,000. Further details:

Colliers Stewart Newson (091) 222 2200

25,000 sq ft, 2 year rental guarantee

Guide price £500,000. Further details:

Colliers Stewart Newson (091) 222 2200

25,000 sq ft, 2 year rental guarantee

Guide price £500,000. Further details:

Head count of nobs and gentry

Patricia Morison reviews Eton's 'Leaving Portraits' at Dulwich

ET College has an interregnum. Ooe Provost, Lord Charteris, has left and the new one, Sir Antony Acland, has yet to arrive, which allows non-Etonians the opportunity to inspect an intriguing group of portraits from the Lodgings. A selection from the college's "Leaving Portraits" was last seen in public at the Tate in 1951. Now the best of the Leaving Portraits, together with books, prints and other Eton records, are at Dulwich Picture Gallery (081-693-5254) until October 20. The exhibition is supported by the Baring Foundation.

In the 16th century, the Provost and Fellows who governed Eton kept the Headmaster on a meagre salary so he looked to the fee-paying gentlemen pupils, or Oppidans, to bump up his earnings. When they left a gift to the Headmaster was in order, which would duly be entered into his account-book; in return, he would give a volume of Xenophon, Thucydides, or the like. In the late 18th century, Eton had two energetic Heads who chased hard to recruit a better class of Oppidan. They realised that portraits of elegant youths hung around the college's private and public rooms would make the point nicely that Eton was now, *par excellence*, the school for England's nobles and gentry.

And so the hand-over of a portrait, within a few years of leaving, became a part of "leaving handsomely". When the college was reformed in the 1830s the Headmaster was put on a decent salary and the flow of portraits came to an abrupt halt. As the exhibition shows, the tradition has survived informally in the photographs the boys inscribe with fond messages for their favourite masters. In 1980, the formal Leaving Portrait was revived. Portraits of outstanding specimens of Etonian youth are subsidised by the college, while fond parents will sometimes bestow their sons' portraits on the alma mater. A small selection of the former - not the

latter - ends the exhibition.

In the main, however, *Leaving Portraits from Eton College* spans eighty years of portraiture by the most fashionable artists of their day. The big names are there: Kneller, Romney, Reynolds, Lawrence, Beechey, and West. There is also one portrait by Pine, who emigrated to America and painted George Washington. Interestingly, there are several portraits by the 19th-century woman portraitist, Margaret Carpenter, who was a popular choice for *Leaving Portraits*. Not surprisingly, there are quite a few dull and routine works among so many formal head-and-shoulders of young men in dark frock coats. As in most private collections, quite a few could do with cleaning. However, that is not really the point.

The exhibition is strong on human and, if you are that way inclined, Etonian interest. Some of these young men went on to do great things for their country, such as Charles James Fox, Earl Grey of the Reform Bill ("Lanky" as he was known at school), and William Ewart who was responsible in 1850 for the introduction of free public libraries. Arthur Hallam, painted by Sir Martin Shee, had no time to achieve anything before he died of apoplexy in Vienna aged 22. But his memory did inspire Tennyson's *In Memoriam*. Others floundered, dimly, prey to drink, madness, and suicide.

If you want to know in more detail how fate dealt out the cards to the gilded youths, the catalogue is a good buy at £5.50. Fate was notably unkind to the Hon. John Damer, who was painted at the age of 18 by Reynolds. When his father the Earl of Dorchester refused to pay his vast debts and ordered him to live in France, Damer shot himself in a pub in Covent Garden. A true gentleman, it would appear, he had first paid off the four ladies who cheered his last night on earth. Horace Walpole's epitaph is irresistible: "He was grave, but passed his life as he died, with troops of women and the blind



Fabre's portrait of Henry Richard (Vassall) Fox, later 3rd Lord Holland and leading socialite of 18th century London

Siddon."

With or without Etonian extras, Dulwich Picture Gallery is, of course, a thorough delight. What is more, the place is so extraordinarily lively, always buzzing with schoolchildren or the better sort of lecture-tour. Now the Dulwich Gallery's success has been recognised by winning the visual arts section in the 1991 Prudential Awards for the Arts.

* Among future nominees for the Pra's generosity, I would be

tempted to put the Oxford Gallery, 23 High Street, Oxford; (tel 0865-242731). As anyone interested in the crafts knows, this commercial gallery has an excellent record of picking up interesting new makers as well as showing the famous names in pottery, jewellery, glass, etc. The current exhibition, which ends on July 31, is a thoroughly glamorous affair.

Wendy Ramsay, the jeweller, has taken Picasso portraits of women and imagined what kind of jewellery those ladies might

commission from her. It sounds a trifle arch, but the results are pieces which are witty and beautiful. Paper works by Carol Farrow hang on the wall, in rich shades of red and blue, like the bark of exotic trees.

Best of all, there is a large group of Judy Trim's fabulous lustre bowls. I have written about them not long ago, so all I will say here is that the recent pieces, in blue and white, are as glorious as the burnished many-coloured extravaganzas.

The Manchurian Candidate

LYRIC THEATRE, HAMMERSMITH

Richard Condon wrote *The Manchurian Candidate* in 1959, and shot paranoia into the veins of the information age: "When you don't know the whole truth, the worst you can imagine is bound to come close." The 1962 film thriller was one of the smartest political satires to escape from Hollywood. This fine first stage version at the Lyric, Hammersmith, has been recast in 1995 yet retains the basic framework of Condon's book.

John Lehr's version is set against the backdrop of an American army occupying forces in the Middle East. A war hero returns home after brainwashing has programmed him to kill a liberal politician, his own monstrous mother, Eleanor Iselin, controls him. Major Marco, his former commanding officer - also brainwashed - tries to find out what really happened. Meanwhile the Iselins launch a Republican bid for power on the xenophobe ticket.

First, of course, Condon's was a cold-war fable, so new opposition is required for the 1990s: the Japanese and their putative economic rape of

America's virgin land. Second, patriotism has been used to underpin assaults on American liberalism ever since McCarthy and Cohn, the most notable recent occasion being General William Westmoreland's attack on CBS in 1965; then, CBS hired the best news manager in New York, John Scanlon, who knows, as the play knows, that information, our right to knowledge, our political right to action, is what of Condon's book.

So now that events have kicked *The Manchurian Candidate* into the future, its political satire looks creaky rather than sinister. At the heart of the action is Eleanor Iselin (brilliantly played by Siân Phillips), the Lady Macbeth of Capitol Hill, who drives her feckless husband towards the Oval Office with apple-pie platitudes and steel-magnolia smarts: "don't piss on my shoes and tell me it's raining."

Her husband (defyably done by Manoel Redwood) is a southern horror struggling to make his "half-truths accurate," asking questions rather than thinking. Her brainwashed son, Raymond, solidly

Andrew St George

The Boys from Syracuse

OPEN AIR THEATRE, REGENT'S PARK

The third show of the season has become something of a specialty turn at the thriving Open Air Theatre in Regent's Park: a chance for the company to kick up their heels, raise two fingers to the English weather, and diversify into a spot of song and dance. Last year's valuable revival of *The Fantasticks* is followed this year by Rodgers and Hart's witty 1933 variation on the theme of *The Comedy of Errors* which has made its name with Shakespeare, but also a beguiling bit of froth in its own right.

The Bard meets Broadway under the direction of one of our most distinguished Shakespearean actresses, Judi Dench, and the result is a deliciously actor-centred confection, as pleasing to the eye as the ear. Kenneth Oldfield's choreography is exquisitely tacky, its chorus-line of courtesans glittering with vulgarity.

James Merfield's design sets

a tone of dashing irreverence,

with a costume box that plun-

ders every tradition known to man and a few more besides. Commedia-style head-pieces and pantaloons mingle with Elizabethan skirts and ruffs, Tarzan leopard pelts and a line of colossal Greek masks. A handstand, swathed with curtains, becomes a cottage of teacosy kitsch in which Louis Gold's ardent Adriana bolls and coos with the wrong Antipholins, poking her lovely head through little leaden windows to shoo off the real husband who is thumping at the door.

The goings-on are quite as incomprehensible here as they are in the Shakespearean original - and rendered more so on the first night by rain-forced stops and starts. The Syracuse twins get the lion's share of the action. Peter Woodward, as the interloping Antipholus, deals as nobly with a homeopathic reverie of daffy go-go girls in leopard-skin beehives as he does with the showstopping duet "This can't be love," in which he is finely partnered by Gillian Bevan's Luciana. The

Claire Armitstead

Mahler's Second

ST PAUL'S CATHEDRAL

Not so much a "Resurrection" this time at the close of the City of London Festival, as a translation into something rich and strange. Mahler's Second Symphony has religious intentions on a grand scale, certainly, but it is not one of those sumptuous works - there are only a handful of them - actually imagined for a cathedral acoustic. For those who knew the symphony well, Wednesday's performance had resplendent moments, and cast other passages into weird, fascinating lights; for newcomers the music must have been desperately hard to follow. Perhaps they just sat back and let it roll over them.

The Philharmonia and its fine Chorus were admirably prepared, and the conductor Elijah Inbal is known as a sound, practical musician (if only occasionally an exciting one). But the acoustic facts were unbreakable: from the strings, anything soft and swift slipped straight up into the dome, never to be heard of again. Yet the merest breath on a horn or trombone, let alone an ensemble of them, penetrated everywhere, occluding counter-subjects and even main tunes on other instruments. The percussion had a sharp, eerie immediacy - though the *Ruhr* (a hirsh-twig switch) seemed to come from somewhere back in the nave.

For all the players' best efforts, the audible balance was sometimes so

skewed that vital threads disappeared without trace. I was relatively well placed under the dome; what anyone much further back can have made of the fleet Scherzo, for example, defeats imagining. On the other hand, the "offstage" brass eruptions made a thrilling effect, and the chorus always carried their full weight. The jagged opening reductive for low strings had an astonishing depth of menace, thanks to a lucky echo of just the right leg and timbre - I shall miss that in the concert hall now.

By normal standards, Inbal held some passages distinctly under tempo (though never limp), but what might seem tame in a normal concert was probably necessary here just to get the notes across. With the "Urlicht" movement the performance acquired a benedictory grace, in the mezzo form of Alfred Hodges; for this vein of Mahlerian devotion, she is a peerless singer. The soprano later was the redoubtable Jane Eaglen, who didn't emerge imperceptibly from the chorus as prescribed (in principle a magical touch, not really feasible for Miss Eaglen) and yet achieved the right sort of effect - suspended, selflessly heartfelt. The Finale was unmistakably a satisfying conclusion to something or other.

The singers were Theodora Hansalow (Amadigi) and Natalie Ardino (Dardanus), two excellently firm, fluent

David Murray

Handel's Amadigi

NEW LONDON, CONNECTICUT

The highpoint of the Connecticut Early Music Festival - which is directed by the harpsichordist Igor Kionis and the flutist John Solum - was a performance of Handel's *Amadigi* in the Harkness Chapel of Connecticut College (New London). New Yorkers grow accustomed to purchased accoutrements: the vastness of Fisher Hall, Tully Hall, the Met, the State Theater, places in which one hears but doesn't (as Bechtold put it) "vibrate"; ruined Carnegie, once so vibrant, and the dryness of the more intimate Merkin Hall. In the Harkness Chapel, four young voices - pure, unforced, unstrained - rang out to fill the sunlit space, and the spaces responded to lend warmth and radiance to their singing.

It was a daring performance. The orchestra had but single strings, but since the six string players, led by Jörg-Michael Schwarz, were adepts, Handel's textures were amply and energetically filled. *Amadigi* is an open without continuo-accompanied aria, the oboes (John Abberger and Susan Davol) and the bassoon (Thomas Sotkoff) were kept hard at work and never failed. The recorder played prettily. The trumpet was less sure.

The singers were Theodora Hansalow (Amadigi) and Natalie Ardino (Dardanus), two excellently firm, fluent

Andrew Porter

Peter Woodward and Gillian Bevan

merzo; and Debra Vanderlinde (Ornana) and Angela Norton (Meilissa), two firm, fluent, well-contrasted sopranos, one pure, ringing, and bright and the other rich, ringing, and bright of tone. Miss Hansalow is known in Germany. Miss Ardino was the Paris of the *Gluck Paride ed Elena* recently praised in these pages, and as luxuriously dressing the Helen of that performance, Laura Danzower sang the small role - scarcely more than a *deus-ex-machina* intervention of Organdi. Will Crutchfield, presiding at one of the two harpsichords, had prepared and directed the performance and so it was done, exciting, immediate in all ways. He has taught a new generation of American singers to improve boldly but stylishly. (Winter Dean's *Music and Letters* article about a decorated *Amadigi* all appeared in time to offer inspiration for this production.) Insofar as there was no scenery it was a concert performance, but a facsimile of the 1715 Italian/English libretto was put into the audience's hands, and the singers aptly clad and without book - entered, strode the platform, and declaimed the text confidently with full knowledge of what they were saying. Handel's drama came to life.

James Merfield's design sets a tone of dashing irreverence, with a costume box that plunders every tradition known to man and a few more besides. Commedia-style head-pieces and pantaloons mingle with Elizabethan skirts and ruffs, Tarzan leopard pelts and a line of colossal Greek masks. A handstand, swathed with curtains, becomes a cottage of teacosy kitsch in which Louis Gold's ardent Adriana bolls and coos with the wrong Antipholins, poking her lovely head through little leaden windows to shoo off the real husband who is thumping at the door.

The going-on are quite as incomprehensible here as they are in the Shakespearean original - and rendered more so on the first night by rain-forced stops and starts. The Syracuse twins get the lion's share of the action. Peter Woodward, as the interloping Antipholus, deals as nobly with a homeopathic reverie of daffy go-go girls in leopard-skin beehives as he does with the showstopping duet "This can't be love," in which he is finely partnered by Gillian Bevan's Luciana. The

INTERNATIONAL ARTS PREVIEW & EXHIBITIONS

EXHIBITIONS

AMSTERDAM Rijksmuseum Indian Miniatures from Paris: 100 pieces from the Foundation Custodis collection, illustrating Mogul history and Hindu epics from 16th to 19th centuries. Also Court Gems from India, including a railed in alabaster showing a portrait of the Great Mogul Shah Jahan. Ends Sep 22. Closed Mon.

Van Gogh Museum Japan: Van Gogh's Utopia, examining the influences of Japanese prints and culture on the life and work of Van Gogh. Ends Sep 22. Daily.

BARCELONA Fundació Joan Miró Wols and Cuccia: exhibition of paintings, photographs and illustrated books by the German experimental artist Otto Alfred Wolfgang Schulze, and installations by the "transvanguard" Italian artist Enzo Cuccia (b1949). Ends Sep 15. Closed Mon.

BERLIN Schloss Charlottenburg Imperial Art from the Dutch Exilia of Kaiser Willem II: paintings, sculpture and

artefacts, including silver and furniture from the time of Frederick the Great. Ends Sep 29. Closed Mon.

CHICAGO Art Institute Degenerate Art: The Fens of the Avant-Garde in Nazi Germany, featuring the work of artists held up for public mockery in 1937, who later won recognition as masters of their realm. This is a widely-acclaimed exhibition originally mounted by the Los Angeles County Museum. Ends Sep 8. Also The Gold of Africa: 100 examples mainly from 18th and 19th centuries. From Ghana, Ivory Coast, Mali and Senegal. Ends Aug 25. Also 18th and 19th century Staffordshire creamware by Wedgwood and others. Ends Oct 27. Also English and French Printed Textiles: 100 examples mainly from 18th and 19th centuries. Ends Sep 3. Daily.

Zwinger: Exhibition of rare Meissen porcelain dating from early 18th century, plus a collection of 18th and 19th century coffee-house drawings from the Educhso collection. Ends Oct 8. Closed Mon.

DUSSELDORF Kunstmuseum Walter Ophey (1882-1930): exhibition of 180 paintings and drawings by a long-neglected German artist who was associated with the early 20th century avant-garde. Ends Sep 15. Closed Mon.

EDINBURGH Hayward Gallery Richard Long (b1945): sculptures, mud works and photographs inspired by walks in landscapes as varied as Dartmoor, the Himalayas and the Sahara. Ends Aug 11. Daily.

FLORENCE National Gallery The new Sainsbury Wing, designed by Robert Venturi, is now open.

GENTILESCHE Cassa Buonarroti Artemisia Gentileschi (1593-1651/3), follower

of Caravaggio and possibly the most famous woman artist of all time. The exhibition includes 30 paintings from Italian and foreign museums, together with several Orazio Gentileschi's, his father.

London: The Feuves Landscape: Matisses, Derain, Braque and Their Circle 1904-1908, with 75 paintings showing how the Feuves used vibrant colour to express their subjective and emotional response to landscape. Ends Sep 1. Daily.

Tate Gallery: John Constable: largest-ever survey of the English artist's work. Ends Sep 15. Daily.

Victoria and Albert Museum Wish You Were Here: The Printed Seaside, a collection of traditional and contemporary seaside graphics. Ends Sep 1. Daily.

MADRID Museo Nacional Centro de Arte Reina Sofia: Joaquin Torres-Garcia: 120 paintings and sculptures by the Uruguayan who helped pioneer modernism in Latin America before his death in 1949. Ends Aug 12. Closed Tues.

MILAN Palazzo Reale Filippo Pizzi (1898-1956): an exhibition, drawn primarily from Milanese private collections, of paintings by the Italian artist who based his style on the fluent, quasi-impressionist brushwork of Manet and Guardi. Ends Oct 13. Daily.

MUNICH Lenbachhaus Franz Gertsch: Monumental Woodcuts 1986-91. Ends Aug 25. Closed Mon.

NEW YORK Metropolitan Museum of Art: Masterpieces of Impressionism and Post-Impressionism, including works by Seurat, Cézanne, Van Gogh, Renoir and Degas. Ends Oct 13. Also The Art of Paul Manzoni: retrospective of one of America's foremost sculptors.

PARIS Centre Georges Pompidou Andre Breton (1896-1966): the aesthetic world of one of the leading theorists of Surrealism. Ends Aug 26. Closed Tues.

Grand Palais Georges Seurat (1859-91): 180 paintings, studies and drawings. Ends Aug 12. Closed Tues.

Jean de Paume Jean Dubuffet: The Last Years. The renovated former temple of Impressionism inaugurates its new role as a national gallery of contemporary art with an exhibition devoted to the founder of art brut. Ends Sep 22. Daily.

Louvre des Antiquaires Seating

power: the historical development of Indonesia. Ends Aug 18. Closed Mon.

Museum of Modern Art Lee Friedlander: Nudes. A selection of 50 photographs of female nudes ranging from intimate portraits to studies of figures. Ends Oct 8. Also De Rehardt (1813-67): the first full-scale retrospective of the American artist, known for his austere abstract style. Ends Sep 2. Closed Wed.

Whitney Museum of American Art Dieter Dierich: figurative sculpture and drawings by a long-neglected early 20th century artist. Ends Sep 29. Also John Baldessari: retrospective of 22 years of work by a pioneer of conceptual art. Ends Oct 20. Also American Life: the 20th century American experience as seen in its art. Ends Nov 10. Closed Mon.

NIMES Musée d'Art Contemporain Miquel Barceló: 50 paintings and 26 drawings by one of Spain's leading younger-generation artists. Ends Sep 30. Daily.

PARIS Centre Georges Pompidou Andre Breton (1896-1966): the aesthetic world of one of the leading theorists of Surrealism. Ends Aug 26. Closed Tues.

Grand Palais Georges Seurat (1859-91): 180 paintings, studies and drawings. Ends Aug 12. Closed Tues.

Jean de Paume Jean Dubuffet: The Last Years. The renovated former temple of Impressionism inaugurates its new role as a national gallery of contemporary art with an exhibition devoted to the founder of art brut. Ends Sep 22. Daily.

Kunsthalle Bremen: exhibition of sketches and drawings. Ends Sep 26. Closed Mon.

Sezon Museum of Art Masterpieces of the Guggenheim Collection: more than 100 paintings and sculptures representing the main movements in 20th century art, including work by Picasso

FINANCIAL TIMES

NUMBER ONE SOUTHWARK BRIDGE, LONDON SE1 9HL
Telephone: 071-873 3000 Telex: 922186 Fax: 071-407 6700

Friday July 26 1991

Time for Mr Kohl to act

THE ECONOMIC crisis in east Germany is deepening. Yet Mr Helmut Kohl shows little sign of comprehending the size of the task his government still faces in integrating the economies of east and west. Far from easing east Germany's passage to a market economy, his government's ad hoc and panicked response to the east German collapse has hindered integration.

This failure is confirmed by the OECD's latest report on the German economy. It does not rehearse the sterile debate over the terms of monetary unification. For the root cause of the collapse in east German output has been the rapid convergence of east German wages towards west German levels since then, despite the gap in productivity between the two.

The rise in east German unit labour costs has left fewer than 10 per cent of east German companies able to cover their short-run costs at international prices. "The capital stock in east Germany is incapable – technically or economically," the OECD says, "of supporting the labour force at current wage levels."

Main culprits

Not surprisingly, employment in the east has collapsed; it is forecast to fall by 16 per cent this year. The main culprits are the west German unions. Fearing competition from the flood of cheap east German labour spilling over the border, they pushed hard for wage convergence. West German politicians stood back and watched the disaster unfold. Yet, surveys show that it is rising unemployment not wage differentials, that continue to drive people west.

The rapid rise in east German costs explains why the speed of privatisation has been so slow. For the Treuhand cannot hope to find buyers for companies which cannot cover their operating costs. The mistaken decision to reconstitute confiscated property in the east and inadequate east German infrastructure have also hindered privatisation.

Yet declaring 90 per cent of east German industry to be bankrupt would be economically wasteful and politically impossible. Already the OECD estimates that east German unemployment will reach 25

per cent by the end of 1991.

Consequently, the Treuhand, originally set up to reduce the entrepreneurial role of the east German state, has been keeping east German industry alive through a series of ad hoc subsidies, paid disproportionately to the most inefficient companies. Subsidies for short-time working and liquidity loans have perpetuated the misallocation of resources in the east as they offer no incentive for management to restructure their organisations or for workers to move to more productive activities.

Rational alternative

The rational alternative remains to pay a uniform employment subsidy to all east German companies, set at a fixed proportion of the difference between east and west Germany wages to discourage further wage convergence.

Direct employment subsidies would speed rather than impede the transformation by encouraging privatisation. The OECD endorses the proposal so long as the subsidies can credibly be made temporary.

Whether or not the government sees sense, the large-scale transfer of resources from west to east will continue for some years. Already the German budget deficit has risen to 5.5 per cent of gross national product this year, despite the recent package of tax increases. Such a deficit cannot be maintained in the medium term.

A sharp slowdown in west German economic growth would rapidly expose Germany's fiscal vulnerability. The OECD projects healthy west German economic growth of 2.2 per cent in 1992. Yet with west Germany's inflation rate above that of France already, and perhaps of inflation-prone Britain by the end of the year, the Bundesbank may raise German interest rates further.

Germany needs a substantial redrawing of its spending priorities. It cannot continue to subsidise west German industry while east Germany is in its current state and it cannot continue the inevitable subsidy of east German industry in a manner which impedes economic integration. Mr Kohl must act now. Economically, and perhaps politically, he has little time left.

The rapid rise in east German costs explains why the speed of privatisation has been so slow. For the Treuhand cannot hope to find buyers for companies which cannot cover their operating costs. The mistaken decision to reconstitute confiscated property in the east and inadequate east German infrastructure have also hindered privatisation.

Yet declaring 90 per cent of east German industry to be bankrupt would be economically wasteful and politically impossible. Already the OECD estimates that east German unemployment will reach 25

Target training

FOLLOWING the party politicking of Wednesday's green paper on trade unions, it was pleasant yesterday to see Mr Michael Howard, the employment secretary, sharing a platform with representatives of business, labour and education to launch a series of targets for training. Mr Howard's decision, in 1990, to abandon his predecessor's commitment to such targets blasted a big hole in a training policy built around the employer-led Training and Enterprise Councils.

The Tecs, however, are a vital attempt to achieve co-operation between employers, union, local government and educators towards a competitive training system. Their strengths are versatility, local commitment and entrepreneurial potential; their weaknesses insincere national coherence and accountability.

Targets are needed so that those responsible for running the Tecs and designing vocational qualifications, know what they are aiming towards. Yesterday's targets demand that by 1997 at least 80 per cent of young people achieve NVQ level two or its equivalent of four GCSEs at Grade A to C, compared with the soberingly low 45 per cent who do so now.

Free the Six

THE US government's decision to block the export to Iran of half a dozen British Aerospace 146 short-haul passenger jets is a blow to a British company's commercial interests. As the Iranians yesterday made their own response, by suggesting that they might prefer French aircraft anyway, the question is: can the American position be justified?

Since the aircraft would contain US-made parts, there is no doubt that they fall within US sanctions legislation; Washington is entitled to use its arms export rules to further its foreign policy.

However, the case of the BAE Six does not fit neatly into this framework. In the first place, the BAE airliners are not a dual use, military-civilian product and the administration has already approved the export of similar aircraft made by Fokker.

But the crucial point is the extent to which it is reasonable

to whisper it not to Mrs Thatcher, but Britain's state Leviathan survived the 1980s unscathed. The public sector – health, education, police, armed forces, central and local government – entered the 1980s 5.4m-strong, and finished it with 5.2m, about a fifth of the total labour force. Time, compulsory competitive tendering of local government services may make inroads, but to date only 15 per cent of town hall contracts (in value) have gone to outside contractors. Beyond that, prospective reductions – the cuts in the armed forces owe more to Mr Mikhail Gorbachev than to the former prime minister.

Size, however, is virtually the only thing static in today's public sector. For the rest, change is more rapid and far-reaching than at any time since the 1940s. The old-style public services, each a national monopoly with a single organisational structure, ethos and rigid set of pay and conditions, are withering fast.

Choice, standards and quality are the catchwords; flexibility, performance and local management the tools; the private sector the model. The Citizen's Charter unveiled by the government earlier this week never berates to them all. Mr John Major, the prime minister, declared that more responsive and higher quality public services to have been his prime goal "ever since I was a local councillor in Lambeth over 20 years ago". Whether Mr Major or Mr Neil Kinnock is prime minister, charters galore look set to reign over the 1990s; by the end of it there may not even be a "public sector" worth the name.

Incentive allowances for teachers (from Dec 1991)

Rate	Annual amount £	Proportion of teachers %
A	1,206	17.5
B	1,180	12
C	3,900	7
D	5,205	6
E	7,155	2.5

Source: DES (England and Wales)

Even so, the revolution did not suddenly start last Monday. Changes to public sector structure, management and working practices have been in train since the early 1980s. Discretion and responsibility have been decentralised at all levels, from granting individual schools and hospitals charge of their own budgets and recruitment, to hiving off a third – soon to be a half – of Whitehall staff into quasi-autonomous agencies (under the so-called Next Steps programme). Hospital trusts, grant-maintained schools and independent agencies – the managers of which are given a Treasury grant then left almost entirely to their own devices – are but the logical progression.

External forces have been at least as significant to the process as internal pressure from the government. Competing for scarce labour in the late-1980s forced the public sector to adopt flexible working practices seriously, since they were already widely on offer from private companies. Widespread public dissatisfaction with service quality was as evident to local as national government. Performance-related pay for managers gradually came to be seen as essential to match private sector practice – and to attract staff.

Whatever the cause, change has been particularly marked in four areas: determination of pay levels, performance incentives, flexible working practices and local management. To what effect?

• Pay determination. It is difficult to speak of a single public sector in this context. Relative pay rates have become more divergent than ever in the 1980s (see graph).

There is not even any uniform pay negotiating machinery. About 1.4m employees (teachers, doctors, dentists,

nurses, paramedics, senior civil servants) have independent pay review bodies; police pay is index-linked; most of the rest are subject to collective bargaining. Even within sectors, variations are vast: since 1988 the pay of academic staff, subject to collective bargaining, has fallen 37 per cent behind that of teachers, who have had a review body since 1987.

Local autonomy has been steadily increasing. Senior NHS and local government staff are now mostly on individually-negotiated contracts. Even within national agreements, greater discretion is allowed. All local education authorities and some schools, for example, have discretion to pay teachers allowances of up to £3,000 (from December) on top of national scales as recruitment sweeteners.

Radical breaks with national negotiations are in train. In the last year 30 local authorities, mainly in the south-east, have broken away from national negotiations: one Kent county council has this year made its professional, administrative and technical staff an offer amounting to 9.1 per cent – 2.7 per cent more than the national offer.

The Civil Service may be on the verge of similar fragmentation. Several chief executives of the 50 Next Steps agencies would like to wrest greater control of pay from the Treasury. On Wednesday, Mr Norman Lamont, the chancellor, gave them the green light to do so by urging more local flexibility in Civil Service pay.

The Treasury can trust the agencies, and they need the freedom: it should give them their pot of gold and tell them to get on with it, says Sir Peter Kemp, project manager of the Next Steps programme. "It's heresy to say it," he adds, "but perhaps Michael Richard [chief executive of the 68,000-strong Social Security Benefits Agency], should be paying benefits staff in the north less than in Brixton."

• Performance incentives. The Citizen's Charter calls for "a regular and direct link" to be instituted between remuneration and service standards.

Across most of the public sector only senior managers are on performance pay, and for most it constitutes a small fraction of total salary. Performance pay has, however, begun to filter downwards. Almost half of all teachers in England and Wales are eligible for "incentive allowances" (see table), and additional "incremental advancements" of up to £1,000 are also available. For a teacher around the mid-point on the national scale, an incentive allowance "c" – payable to 7 per cent of teachers – is worth almost a third of basic salary. Kent county council has this year extended performance pay from its senior staff (1,500) to all professional and administrative employees (11,000). "We want to create an all-merit system of pay, though it will take some time," says Mr Ward Griffiths, the council's personnel director.

Almost all public sector unions are against performance pay in principle. In practice pragmatism is the order of the day. And as teachers recently found over appraisal, ministers will proceed regardless.

"Changing pay is a statement about changing culture," says Mr Marc Thompson of the Institute of Management Studies. A recent IMS survey of 2,000 private and public sector companies found 75 per cent paying some form of performance pay – and not just at the top. One-third of all middle managers were found to be on profit-sharing schemes, and 45 per cent to have their pay related to appraisal. But as Mr Thompson adds: "Performance pay is far more successful after an organisation has looked at policies like training, redesigning work and the participatory structure for employees. In the UK it is too often seen as a panacea, and the public sector needs to be wary".

The DES has also found performance-related pay schemes tend to push up total pay bills in their early years. Mr Lamont's statement endorsed structures where "they are expected to produce value-for-money benefits greater than through centrally-controlled negotiation" – in Treasury-speak, a clear signal that further cuts will not be forthcoming.

• Flexible working practices. Again, there is no single picture. Two-thirds of local government employees are women, and so perhaps unsurprisingly councils have seen the most marked shift towards more flexible working patterns. Between 1979 and 1988 there was a marked rise (42 per cent) in the percentage of non-manual

part-time workers in local authorities – two of every five new workers were part-timers. Radical plans for reorganising work patterns are under consideration in the NHS. Several hospital trusts – or would-be trusts – are drawing up plans for nursing staff to work a week of three 12-hour shifts.

In the Civil Service, significant rethinking followed the 1988 Mueller report into the organisation of Civil Service working time. Dame Anne Mueller found Whitehall to be far behind the private sector in its attitude to part-timers, job sharing, career breaks, and other flexible practices. She recommended a series of reforms to personnel policy, subsequently codified by the Treasury.

About 7 per cent of civil servants now work part-time, and personnel departments across Whitehall brandish documents setting out a broad range of flexible practices.

But as the recession creates slack in the labour market, not everyone is convinced that attitudes have fundamentally altered. "Change was only skin deep," Mr John Pitt-Brooke, head of civilian management at the Ministry of Defence, told a recent Industrial Society conference. "Permanent secretaries don't like being at the bottom of league tables, but ingrained attitudes to regular nine-to-five working die hard."

However, Sir Peter Kemp's Next Steps agencies may prove less hidebound than the Ministry of Defence. At the same conference Mr Michael Richard, chief executive of the benefits agency, unveiled plans for a "staff charter" to be launched later this year. It will lay down 10 "fundamental principles" governing the working rights of employees, among them the right to a range of flexible practices. And the charter will be accompanied by an "action list", setting specific targets, with regular updates to explain action taken to meet them. Whitehall insiders are sceptical: but then they have been at every stage of the "next steps" process.

• Management practice. Objectives, targets and local cost-centres are now well-nigh universal across the public sector. The Next Steps agencies have even brought them to Whitehall with a vengeance, as each agency operates on a "framework agreement" negotiated every three years with its parent department.

Complementary competitive tendering has played a crucial role in extending similar practices to local government. Now that local authorities are "clients" of their own direct labour forces, cost-centres have been established and targets set as never before. These, in turn, have underpinned the local "citizen's charters" now to be found in authorities as politically diverse as York, Islington and Stratford-upon-Avon.

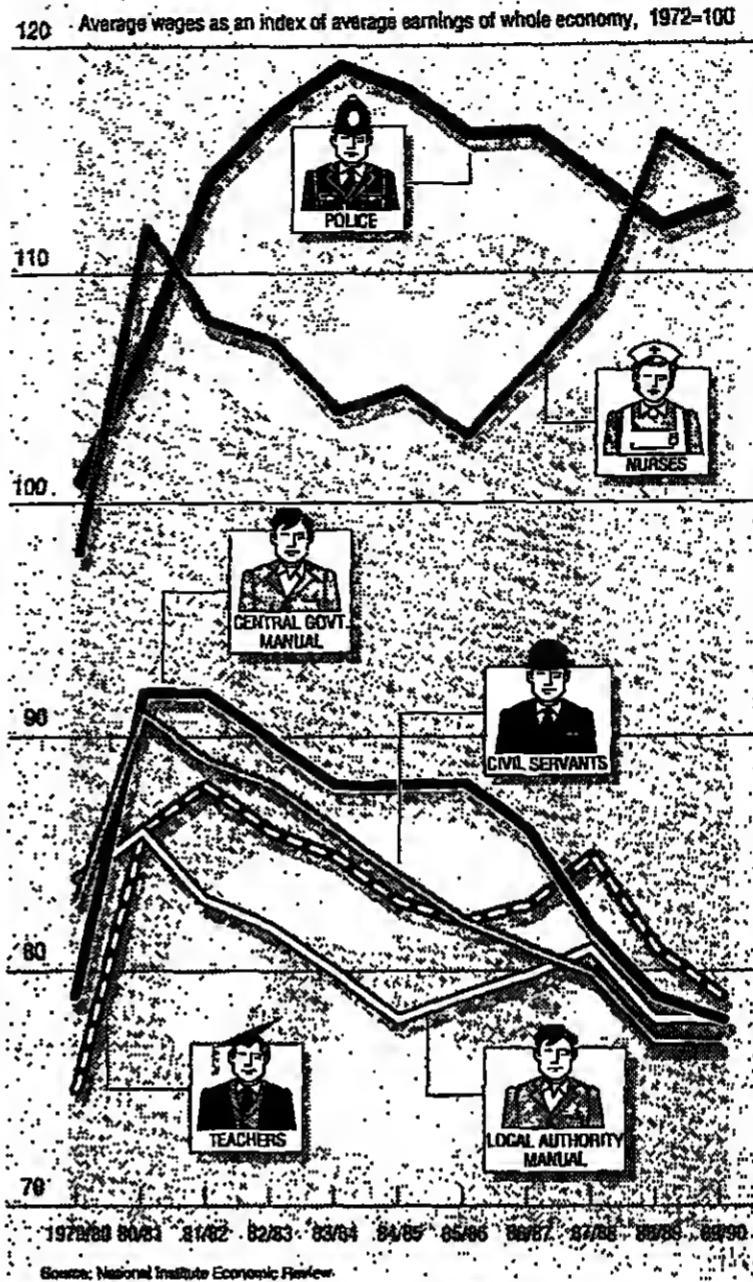
Devolved management has not, however, always brought about the clarity and competence its protagonists claim. It is one thing to divorce policy from management at the top; another to give budget management responsibilities to doctors and teachers on the ground. Primary school governors and head-teachers are not universally applauding the shift to local management, and some chief education officers privately fear that it is only a matter of time before incompetence – or worse – is exposed.

This white paper is only the beginning," Mr Major stressed in the foreword to his charter. Much the same is true of the public sector changes highlighted above. But if reform is piecemeal, expectations are high. Far too high, say the critics. As Mr William Brown, professor of industrial relations at Cambridge University, puts it: "No structural change, rhetorical flourish and system of cash incentives is better than the managers who manage it."

Further articles on the changing shape of the public sector will appear in the FT in August.

The Leviathan limbers up

PUBLIC SECTOR RELATIVE WAGES



Shut-out for Gates?

George Bush sounds ever more strident in his defence of Robert Gates, his nominee to run the CIA. Both the US president protest too much? Washington's graverine has it that he has really decided to drop Gates for General Brent Scowcroft, his national security adviser who served Gerald Ford in the same capacity. There is an exquisite logic to such a move.

The general is one of the few senior US officials who escaped the 1986 Iran-Contra arms-for-hostages scandal which dogged Gates, deputy CIA director at the time. Unobtrusive Scowcroft is utterly loyal to the president, and could be counted on to be confirmed by the US Senate.

By contrast, Gates faces a summer of damaging stories about Iran-Contra and his knowledge of other CIA activities, notably its use of BCCI, to which he cannot respond publicly because of his pending confirmation hearings. He thus again faces the "death by a thousand cuts" he suffered in 1987 when questions about Iran-Contra forced him to withdraw his nomination as CIA director under Ronald Reagan.

The natural escape would be for Gates, currently deputy to Scowcroft, to swap places with his boss. The post of national security adviser does not need Senate confirmation. It of course remains to be seen whether Bush stands by his original choice. But at least he knows the job-swap option is a way to have the last laugh at his opponents' expense.

Dramatic change

When a colleague visiting Aberdeenshire offered a drink to his host, the Scot demanded a double on grounds that the mere sixth of a gill offered at the bar was a "dirty glass." A fifth of a gill was a respectable measure. But it took a

OBSERVER</

Home thoughts rather than abroad

Germany's first monthly trade deficits are cause for concern among exporters, says Andrew Fisher

omy. For some sectors, such as machinery and cars, the proportion is much higher – about 60 per cent.

The reasons for this rapid reversal are not hard to find. German unification has sent demand from east Germany soaring, especially for consumer goods; the weakness of the dollar has made German goods abroad more expensive; recession in the US and parts of Europe has dampened demand for imports; and tensions arising from the Gulf war have hit business and consumer confidence.

Despite causing a jump in imports, unification has benefited west German companies which do business directly with east Germany. However, industry in the new eastern German states cannot enhance the national export effort because it has been flattened by the pressures of the transition to a market economy and the collapse of trade with eastern Europe. For east German companies, learning the facts of selling to demanding customers in the west will obviously prove hard; markets in the newly emerging democracies of eastern Europe will take time to revive, while prospects in the Soviet Union remain doubtful.

So west Germany's exporters remain keen to raise their performance in foreign markets, not least because their competitors – principally the US and Japan – are pushing deeper into Europe. Germany's car companies, for instance, are well aware that the Japanese are poised for an even bigger onslaught. Nor will the economic downturn in many of Germany's trading partners last; once foreign demand picks up again, German groups will pay closer attention to their traditional customers.

Mr Helmut Schlesinger, president-elect of the Bundesbank, says west German companies have recently found it easier to satisfy east Germany's hunger for goods than to face tough competition in world markets.

"But our companies can't afford that for long," he says.

"They can't jeopardise their market shares in the rest of the world. So I think they will soon make efforts to increase their export business again."

Two years ago, West Germany notched up a record trading surplus of DM35bn. In 1990, this fell to DM26bn. The surplus for the whole of 1991, reckons Mr Jürgen Pfister, Commerzbank's head of economic research, is only likely "to be about DM30bn". The decline is significant because exports account for roughly a third of the west German econ-

West Germany's biggest export customers

	1990		1989		Change
	DMbn	% of total	DMbn	% of total	
France	83.8	13.0	84.3	13.2	-0.6
Italy	60.0	9.3	59.9	9.3	-0.3
UK	54.7	6.5	59.4	8.3	-7.8
Netherlands	54.3	6.4	54.4	8.5	-0.2
Belgium	47.8	7.4	46.0	7.2	-3.8
US	38.4	6.0	38.1	6.0	-0.8
Switzerland	36.6	5.7	35.3	5.5	-3.4
Austria	22.6	3.5	21.8	3.4	-4.6
Spain	17.4	2.7	15.3	2.4	-14.1
Japan					
Bilateral trade	1986	1987	1988	1989	1990
EC countries	51	22	51	25	64
France	15	15	15	24	16
UK	15	15	15	24	16
Spain	5	7	9	11	10
Italy	5	7	11	15	8
Belgium	5	10	11	11	8
EFTA countries	34	34	34	37	35
Switzerland	13	11	15	17	15
Austria	12	11	13	14	13
Eastern Europe	3	3	3	6	3
US	25	24	17	8	10
Japan	-15	-15	-15	-17	-16
China	4	2	1	-1	4

Source: Commerzbank

men has a 33 per cent stake. It does more than 70 per cent of its business abroad; 30 per cent of total sales are in the US. In 1990, its US business was up by 8 per cent in dollars, but was 7 per cent lower when translated into DMs because the dollar was weak. On the other hand, it experienced a 28 per cent rise in its domestic business last year, mostly stemming from purchases by west German publishing houses in telecommunications.

Another company feeling the export pinch is Linotype-Hell, a world leader in advanced printing equipment in which Sie-

men has a 33 per cent stake. It does more than 70 per cent of its business abroad; 30 per cent of total sales are in the US. In 1990, its US business was up by 8 per cent in dollars, but was 7 per cent lower when translated into DMs because the dollar was weak. On the other hand, it experienced a 28 per cent rise in its domestic business last year, mostly stemming from purchases by west German publishing houses in telecommunications.

Another company feeling the export pinch is Linotype-Hell, a world leader in advanced printing equipment in which Sie-

men has a 33 per cent stake. It does more than 70 per cent of its business abroad; 30 per cent of total sales are in the US. In 1990, its US business was up by 8 per cent in dollars, but was 7 per cent lower when translated into DMs because the dollar was weak. On the other hand, it experienced a 28 per cent rise in its domestic business last year, mostly stemming from purchases by west German publishing houses in telecommunications.

Another company feeling the export pinch is Linotype-Hell, a world leader in advanced printing equipment in which Sie-

men has a 33 per cent stake. It does more than 70 per cent of its business abroad; 30 per cent of total sales are in the US. In 1990, its US business was up by 8 per cent in dollars, but was 7 per cent lower when translated into DMs because the dollar was weak. On the other hand, it experienced a 28 per cent rise in its domestic business last year, mostly stemming from purchases by west German publishing houses in telecommunications.

Another company feeling the export pinch is Linotype-Hell, a world leader in advanced printing equipment in which Sie-

men has a 33 per cent stake. It does more than 70 per cent of its business abroad; 30 per cent of total sales are in the US. In 1990, its US business was up by 8 per cent in dollars, but was 7 per cent lower when translated into DMs because the dollar was weak. On the other hand, it experienced a 28 per cent rise in its domestic business last year, mostly stemming from purchases by west German publishing houses in telecommunications.

Another company feeling the export pinch is Linotype-Hell, a world leader in advanced printing equipment in which Sie-

men has a 33 per cent stake. It does more than 70 per cent of its business abroad; 30 per cent of total sales are in the US. In 1990, its US business was up by 8 per cent in dollars, but was 7 per cent lower when translated into DMs because the dollar was weak. On the other hand, it experienced a 28 per cent rise in its domestic business last year, mostly stemming from purchases by west German publishing houses in telecommunications.

Another company feeling the export pinch is Linotype-Hell, a world leader in advanced printing equipment in which Sie-

men has a 33 per cent stake. It does more than 70 per cent of its business abroad; 30 per cent of total sales are in the US. In 1990, its US business was up by 8 per cent in dollars, but was 7 per cent lower when translated into DMs because the dollar was weak. On the other hand, it experienced a 28 per cent rise in its domestic business last year, mostly stemming from purchases by west German publishing houses in telecommunications.

Another company feeling the export pinch is Linotype-Hell, a world leader in advanced printing equipment in which Sie-

men has a 33 per cent stake. It does more than 70 per cent of its business abroad; 30 per cent of total sales are in the US. In 1990, its US business was up by 8 per cent in dollars, but was 7 per cent lower when translated into DMs because the dollar was weak. On the other hand, it experienced a 28 per cent rise in its domestic business last year, mostly stemming from purchases by west German publishing houses in telecommunications.

Another company feeling the export pinch is Linotype-Hell, a world leader in advanced printing equipment in which Sie-

men has a 33 per cent stake. It does more than 70 per cent of its business abroad; 30 per cent of total sales are in the US. In 1990, its US business was up by 8 per cent in dollars, but was 7 per cent lower when translated into DMs because the dollar was weak. On the other hand, it experienced a 28 per cent rise in its domestic business last year, mostly stemming from purchases by west German publishing houses in telecommunications.

Another company feeling the export pinch is Linotype-Hell, a world leader in advanced printing equipment in which Sie-

men has a 33 per cent stake. It does more than 70 per cent of its business abroad; 30 per cent of total sales are in the US. In 1990, its US business was up by 8 per cent in dollars, but was 7 per cent lower when translated into DMs because the dollar was weak. On the other hand, it experienced a 28 per cent rise in its domestic business last year, mostly stemming from purchases by west German publishing houses in telecommunications.

Another company feeling the export pinch is Linotype-Hell, a world leader in advanced printing equipment in which Sie-

men has a 33 per cent stake. It does more than 70 per cent of its business abroad; 30 per cent of total sales are in the US. In 1990, its US business was up by 8 per cent in dollars, but was 7 per cent lower when translated into DMs because the dollar was weak. On the other hand, it experienced a 28 per cent rise in its domestic business last year, mostly stemming from purchases by west German publishing houses in telecommunications.

Another company feeling the export pinch is Linotype-Hell, a world leader in advanced printing equipment in which Sie-

men has a 33 per cent stake. It does more than 70 per cent of its business abroad; 30 per cent of total sales are in the US. In 1990, its US business was up by 8 per cent in dollars, but was 7 per cent lower when translated into DMs because the dollar was weak. On the other hand, it experienced a 28 per cent rise in its domestic business last year, mostly stemming from purchases by west German publishing houses in telecommunications.

Another company feeling the export pinch is Linotype-Hell, a world leader in advanced printing equipment in which Sie-

men has a 33 per cent stake. It does more than 70 per cent of its business abroad; 30 per cent of total sales are in the US. In 1990, its US business was up by 8 per cent in dollars, but was 7 per cent lower when translated into DMs because the dollar was weak. On the other hand, it experienced a 28 per cent rise in its domestic business last year, mostly stemming from purchases by west German publishing houses in telecommunications.

Another company feeling the export pinch is Linotype-Hell, a world leader in advanced printing equipment in which Sie-

men has a 33 per cent stake. It does more than 70 per cent of its business abroad; 30 per cent of total sales are in the US. In 1990, its US business was up by 8 per cent in dollars, but was 7 per cent lower when translated into DMs because the dollar was weak. On the other hand, it experienced a 28 per cent rise in its domestic business last year, mostly stemming from purchases by west German publishing houses in telecommunications.

Another company feeling the export pinch is Linotype-Hell, a world leader in advanced printing equipment in which Sie-

men has a 33 per cent stake. It does more than 70 per cent of its business abroad; 30 per cent of total sales are in the US. In 1990, its US business was up by 8 per cent in dollars, but was 7 per cent lower when translated into DMs because the dollar was weak. On the other hand, it experienced a 28 per cent rise in its domestic business last year, mostly stemming from purchases by west German publishing houses in telecommunications.

Another company feeling the export pinch is Linotype-Hell, a world leader in advanced printing equipment in which Sie-

men has a 33 per cent stake. It does more than 70 per cent of its business abroad; 30 per cent of total sales are in the US. In 1990, its US business was up by 8 per cent in dollars, but was 7 per cent lower when translated into DMs because the dollar was weak. On the other hand, it experienced a 28 per cent rise in its domestic business last year, mostly stemming from purchases by west German publishing houses in telecommunications.

Another company feeling the export pinch is Linotype-Hell, a world leader in advanced printing equipment in which Sie-

men has a 33 per cent stake. It does more than 70 per cent of its business abroad; 30 per cent of total sales are in the US. In 1990, its US business was up by 8 per cent in dollars, but was 7 per cent lower when translated into DMs because the dollar was weak. On the other hand, it experienced a 28 per cent rise in its domestic business last year, mostly stemming from purchases by west German publishing houses in telecommunications.

Another company feeling the export pinch is Linotype-Hell, a world leader in advanced printing equipment in which Sie-

men has a 33 per cent stake. It does more than 70 per cent of its business abroad; 30 per cent of total sales are in the US. In 1990, its US business was up by 8 per cent in dollars, but was 7 per cent lower when translated into DMs because the dollar was weak. On the other hand, it experienced a 28 per cent rise in its domestic business last year, mostly stemming from purchases by west German publishing houses in telecommunications.

Another company feeling the export pinch is Linotype-Hell, a world leader in advanced printing equipment in which Sie-

men has a 33 per cent stake. It does more than 70 per cent of its business abroad; 30 per cent of total sales are in the US. In 1990, its US business was up by 8 per cent in dollars, but was 7 per cent lower when translated into DMs because the dollar was weak. On the other hand, it experienced a 28 per cent rise in its domestic business last year, mostly stemming from purchases by west German publishing houses in telecommunications.

Another company feeling the export pinch is Linotype-Hell, a world leader in advanced printing equipment in which Sie-

men has a 33 per cent stake. It does more than 70 per cent of its business abroad; 30 per cent of total sales are in the US. In 1990, its US business was up by 8 per cent in dollars, but was 7 per cent lower when translated into DMs because the dollar was weak. On the other hand, it experienced a 28 per cent rise in its domestic business last year, mostly stemming from purchases by west German publishing houses in telecommunications.

Another company feeling the export pinch is Linotype-Hell, a world leader in advanced printing equipment in which Sie-

men has a 33 per cent stake. It does more than 70 per cent of its business abroad; 30 per cent of total sales are in the US. In 1990, its US business was up by 8 per cent in dollars, but was 7 per cent lower when translated into DMs because the dollar was weak. On the other hand, it experienced a 28 per cent rise in its domestic business last year, mostly stemming from purchases by west German publishing houses in telecommunications.

Another company feeling the export pinch is Linotype-Hell, a world leader in advanced printing equipment in which Sie-

men has a 33 per cent stake. It does more than 70 per cent of its business abroad; 30 per cent of total sales are in the US. In 1990, its US business was up by 8 per cent in dollars, but was 7 per cent lower when translated into DMs because the dollar was weak. On the other hand, it experienced a 28 per cent rise in its domestic business last year, mostly stemming from purchases by west German publishing houses in telecommunications.

Another company feeling the export pinch is Linotype-Hell, a world leader in advanced printing equipment in which Sie-

men has a 33 per cent stake. It does more than 70 per cent of its business abroad; 30 per cent of total sales are in the US. In 1990, its US business was up by 8 per cent in dollars, but was 7 per cent lower when translated into DMs because the dollar was weak. On the other hand, it experienced a 28 per cent rise in its domestic business last year, mostly stemming from purchases by west German publishing houses in telecommunications.

Another company feeling the export pinch is Linotype-Hell, a world leader in advanced printing equipment in which Sie-

men has a 33 per cent stake. It does more than 70 per cent of its business abroad; 30 per cent of total sales are in the US. In 1990, its US business was up by 8 per cent in dollars, but was 7 per cent lower when translated into DMs because the dollar was weak. On the other hand, it experienced a 28 per cent rise in its domestic business last year, mostly stemming from purchases by west German publishing houses in telecommunications.

Another company feeling the export pinch is Linotype-Hell, a world leader in advanced printing equipment in which Sie-

men has a 33 per cent stake. It does more than 70 per cent of its business abroad; 30 per cent of total sales are in the US. In 1990, its US business was up by 8 per cent in dollars, but was 7 per cent lower when translated into DMs because the dollar was weak. On the other hand, it experienced a 28 per cent rise in its domestic business last year, mostly stemming from purchases by west German publishing houses in telecommunications.

Another company feeling the export pinch is Linotype-Hell, a world leader in advanced printing equipment in which Sie-

men has a 33 per cent stake. It does more than 70 per cent of its business abroad; 30 per cent of total sales are in the US. In 1990, its US business was up by 8 per cent in dollars, but was 7 per cent lower when translated into DMs because the dollar was weak. On the other hand, it experienced a 28 per cent rise in its domestic business last year, mostly stemming from purchases by west German publishing houses in telecommunications.

Another company feeling the export pinch is Linotype-Hell, a world leader in advanced printing equipment in which Sie-

men has a 33 per cent stake. It does more than 70 per cent of its business abroad; 30 per cent of total

Fuji Bank sacks four employees as new revelations rock the financial community

Riddle over names in Japanese scandal

By Stefan Wagstyl in Tokyo

THE JAPANESE financial community was abuzz with speculation yesterday after the Ministry of Finance revealed that individuals as well as companies received up to Y128m (US\$94m) from stockbrokers to compensate them for trading losses.

The tantalising issue of which names are on the list and whether they include Japanese politicians was the high point of a day-long meeting in the lower house of the Diet (parliament) which cross-examined Mr Ryutaro Hashimoto, the finance minister, and Mr Nohiroku Matsuno, director-general of the Securities Bureau.

Yesterday's events in the Diet coincided with news that Fuji Bank, one of the country's biggest, had sacked four employees who ran a huge illegal loans scheme using forged certificates of deposit worth Y295m.

Three employees were formally accused by the bank of fraud and forgery. Fuji said it suffered losses of Y27.1m from the illegal transactions which started in 1987.

The incident is the latest in a string of revelations to rock Japan's financial community.

In the Diet, Mr Matsuno confirmed that Japan's Big Four broking companies - Nomura Securities, Daiwa Securities, Nikko Securities and Yamaichi Securities - had paid compensation of Y128m to about 200 clients.



Body language: Ryutaro Hashimoto ponders, cogitates and takes medication while waiting to speak in the Diet

Looking tense and nervous, Mr Matsuno told the Diet's finance committee he had not seen a politician's name on the list. However, he left open the possibility that one might appear, by saying he had not had time to examine the list.

There are suggestions politicians might be represented by the names of their aides or fund-raising organisations.

Mr Hashimoto, a potential prime minister, who is suffering heavy political damage from the scandal, tried to win the committee's sympathy by saying that he had considered

resigning over the affair but had continued to ensure reforms were carried out.

He repeated pledges to make rules changes, including banning by law compensation payments and the system of brokers managing funds on clients' behalf (these practices are restricted only by ministerial ordinance).

He rejected calls for the establishment of a Japanese-style Securities and Exchange Commission. Instead, the ministry was planning to create an integrated inspection team next April, he said.

The ministry refused to give details, except to say there were probably no politicians on the list of 200 or so clients from the Big Four companies.

It insisted the brokers should reveal the names to counter public outrage at the payments which discriminated against ordinary investors, who naturally received no compensation for trading losses.

However, a compromise could be in the making, with some officials arguing in favour of the publication of a list classifying the clients by industry and other ways but not giving names.

An earlier list of 231 clients had contained some names more than once because a few clients had received money from more than one broker. In addition, six medium-sized broking companies had paid over Y3bn.

Meanwhile, Mr Matsuno disclosed Nomura Securities was being investigated by the Tokyo public prosecutor's office for allegedly manipulating the stock of Tokyo Corporation, a railway and property company, between April and September 1990.

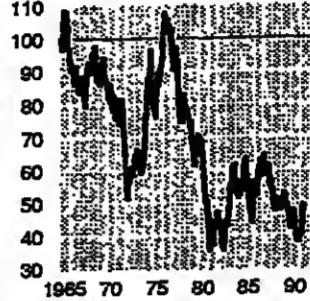
THE LEX COLUMN

The long and the short of ICI

FT-SE Index: 2,579.6 (-0.9)

ICI

Share price relative to the FT-A All-Share Index



Source: Datamonitor

To the extent that yesterday's second-quarter figures from Imperial Chemical Industries were ever relevant to a Hanson bid, Hanson seems to have missed the boat. It was always expected that the results would show further recovery from the cyclical depths of six months ago. It was by no means foreseen that quarterly profits would be virtually unchanged from the pre-recessionary second quarter of last year. At this rate, ICI could be back to year-on-year growth by the autumn, a full quarter earlier than expected.

The second surprise yesterday was ICI's claim that its £300m restructuring programme will yield £400m of extra annual profits by 1993.

This gains a certain plausibility from the fact that Du Pont, which produced its own rather less impressive second-quarter figures yesterday, is to take a charge of around the same size as ICI's and expects even bigger savings. On this basis, ICI could conceivably be making pre-tax profits of £2bn by 1995.

On a longer view, this does less than might be expected to address ICI's fundamental problem. The company's strategy, the chairman said yesterday, is directed at the sole objective of increasing shareholders' wealth. It is not very good at it. Like too many of the great names of British industry, ICI is in real terms a shrinking giant. Its peak year for profitability was 1974, when pre-tax profits were in real terms some 25 per cent higher than the nominal peak of £1.527bn reached in 1989.

Adjusted for inflation between now and 1985, the £2bn figure could be lower than either.

The shares peaked relative to the market in 1976 and have since underperformed by more than half, despite Lord Hanson's appearance on the share register. Shareholders' funds peaked in 1976, since when on yesterday's figures they have fallen in real terms by some 20 per cent. This is not merely a reflection of pressure on the world chemicals industry. In 1980, BASF and Bayer of Germany were both around half the size of ICI in terms of shareholders' funds. By the end of 1990, they were both bigger than it. The comparison is affected by sterling's depreciation against the D-Mark; but that was a commercial reality which did much to help ICI's competitiveness in the period.

In a conflicting report, the army said Croat guards shot first and "the army was forced to answer fiercely".

At least 40 Croats and Serbs

have been killed since Saturday in fighting between Croats and Serbs from the national guard.

Yesterday saw the worst fighting so far between Croat rebels and the Yugoslav army since the conflict began after Croatia's declaration of independence on June 23.

The army has said it would only act to stop inter-ethnic conflict. But Mr Josip Kremene, a Croatian reserve policeman, said the army had warned it would blow up the ethnically mixed village of Erdut.

Meanwhile, the UN Security Council met to discuss a report from Mr Peter Hohenfellner, the Austrian chairman of its sanctions committee, on proposals to allow Iraq to sell some oil to finance purchases of food and medicines and fund UN operations directly connected to the ceasefire.

In Erdut, the army has

been ordered to

stop

the

ARE YOUR BUSINESS PREMISES
TEMPERATURE CONTROLLED?
FOR ALL-YEAR-ROUND COMFORT
CALL 0276 694205
TOSHIBA
ADVANCED AIR CONDITIONING

FINANCIAL TIMES

COMPANIES & MARKETS

Friday July 26 1991

15

SHEERFRAME

Window & Door Systems
for the World Market

L.B. Plastics Limited
Tel: 0773 852311

INSIDE

Goodyear Tire moves back into black



Goodyear Tire & Rubber, the large US tyres group, moved back into the black in the second quarter of 1991, but warned that it was still suffering from the "severely depressed" car industry and the weak US economy. Page 18

McDonnell Douglas up 35%

McDonnell Douglas, the US aerospace and defence group, yesterday reported a 35 per cent rise in second quarter earnings and a significant reduction in its indebtedness. Page 18

First Ecu management buyout

Financing for the first management buyout denominated in Ecu has been completed by a syndicate of banks led by Kleinwort Benson and BHF Bank. Management of MediMedia, which publishes medical journals and directories, is buying the company from Dun & Bradstreet for around Ecu60m (£70m). Page 19

Thorn agrees software sale

THORN EMI has agreed a £82m (\$137m) management buyout of its software business. Thorn will retain a 20 per cent stake in the company, which will be renamed Data Sciences. Page 22

ICL buys stake in Bell unit

ICL, the UK-based computer company owned by Fujitsu of Japan, has bought a 50 per cent share in the European computer service operations of Bell Atlantic, the US telephone company. Page 22

In a state of flux

The planned switch to screen-based trading on the Italian equities market in September marks a giant leap forward for reform, but dealers are still in dark on which shares will be traded, how quickly the number of stocks traded will be increased, and the exact day when the changes will take place. Hal Simonian reports. Page 20

Insurers take the plunge

It has been a bumpy ride for the German insurance industry, under pressure from high interest rates and the demands of EC regulations. Yet, in the last month, two German insurers have launched the biggest issues seen in recent years. Back Page

Golden handcuffs

Hedging has become the latest motherlode for gold producers anxious to protect prices. But the speed of communications means that most producers tend to act at the same time, trapping prices in a narrow trading range. Efforts to prevent a collapse in the gold price will probably prevent a strong recovery. Page 24

Market Statistics

Bank lending rates	32	London traded options	28
Benchmark Govt bonds	15	London trad options	16
FT-1000 indices	28	Managed fund service	28-32
FT int bond service	19	Money markets	32
Financial futures	32	New int bond issues	20
Foreign exchanges	32	World commodity prices	24
London recent issues	28	World stock mkt indices	33
London share service	25,27	UK dividends announced	22

Companies in this issue

ACM	17	McDonnell Douglas	18
Alcan Aluminum	18	Microsoft	16
Asahi Glass	17	Mitsui	23
BCE	16	Mondadori	18
BP	16	Munich Re	16
Banco Comercial Port	16	Normandy Poseidon	17
Bank of East Asia	17	Nordic Hydro	14
Brown & Root	22	Rengel Oil	16
CII	16	Rexnord	17
Cominco	18	Rheinisch-Hausen	17
Dairy Corporation	18	Rusal	18
Delta Air Lines	18	SAE	18
Derby Trust	21	Sci	18
Docutel	22	Schubert & Salzer	18
Douglas (Robert)	21	Scottish American IT	21
Ou Pont	21	Sidney C Banks	21
Dunnes	18	Smith (Ovid S)	22
European Leisure	22	Smiths Industries	22
Excellibur	21	St Andrew	21
Ferns	17	Sturges Holdings	21
Fleming Fledgling	22	Sutherland Holdings	21
Ford	21	Tace	21
Gildemeister	17	Telekom	17
Goodyear Tire	18	Thorn EMI	21
Hanson	18	Time Warner	16
Heraclies Cement	18	Travelodge House	22
Holders Tech	21	Trensk	18
ICL	22	UAL	18
Imperial Chemical	22	Usiminas	18
L.A. Gear	22	Volex Group	22
La Chilena Cons	17	Western Mining	22
MacDonald's	16	Wimpay	22
	15	Zurich Insurance	22

Chief price changes yesterday

FRANKFURT (DM)							
Wies. Ptl.	650	+	8	Mitsui	718	+	15
Fette	546	+	11	Catena	692	+	17
Aktien	862	-	12	Reichart	518	+	34
DLW	571	-	14	Montgomery	438	+	24
Monte	531	-	14	Postf	518	+	10
Linde	805	-	13	Lyon Eaux	518	-	17
Unilever	541	-	8.5	Sida Rest	675	-	20
New York (\$)	701	+	34	Hanafi Corp (Yard)			
Digital Eq.	701	+	34	Hanafi Corp (Yard)	1580	+	110
Ford	344	+	14	Nihon Nokatai	1880	+	130
Gateway Fed.	5%	+	1	Postf	1400	+	100
General Motors	41	+	2	Tokai Kogyo	1300	+	100
Montgomery	671	+	2	Tokai Kogyo	810	+	98
Postf	10%	-	1.2	Postf			
LA Gear	10%	-	1.2	Taipei Kogyo	1720	-	120
La Chilena Cons							
MacDonald's							

New York prices at 12.30.

LONDON (Pence)							
Altaus	546	+	11	Ushier-Walter	167	+	11
Bell Telecom	365	+	9.2	Voice	277	+	18
DLW	525	+	14				
Euro Disney	1265	+	37	Rock Arrow	22	-	6
ICL	1315	+	12	Telecom	224	-	14
Montgomery	159	+	50	Yates	53	-	10
Net Financial Loans	38	+	4	Thomas TV	209	-	61%
Siemens (UK)	32	+	12	Ward Group	120	-	10
Thorn EMI	743	+	12	Waltz Water	387	-	15
Ultimaidy S	360	+	18				

Digital takes \$1bn charge to cover job cuts

By Martin Dickson in New York

DIGITAL EQUIPMENT, the second-largest US computer manufacturer, yesterday announced a fourth-quarter net loss of \$871m as it took a \$1.1bn special charge to cover the cost of a sharp reduction in its workforce and plants.

The company would not spell out the number of employees affected, but it did say some 2,000 might leave this quarter and in an interview last month Mr John Smith, senior vice-president for operations, revealed Digital had

drawn up contingency plans for 9,000 to 10,000 job losses, or around 8 per cent of the payroll.

Wall Street had been expecting the company to take action to reduce its cost structure but the size of the charge both surprised and pleased many analysts, who saw it as a sign of management decisiveness.

Digital's shares rose \$34 in morning trading to stand at \$70.75 at midday in New York.

The company also announced an improvement in operating results which boosted earnings

per share - exceeding the special charge - from 68 cents to \$1.10, which was broadly in line with market expectations.

Three main factors lie behind its cost-cutting programme: advances in computer manufacturing technology have sharply reduced the number of workers and space needed to make equipment; the recession has reduced demand across the industry; and a shift towards smaller, cheaper equipment has slowed sales of Digital's minicomputers.

Earlier this week Unisys, the struggling US computer manufacturer, announced a \$1.2bn special charge to cover 10,000 job losses and other cost reduction measures.

International Business Machines, the industry leader, is also slimming its staff.

Digital, which has suffered declines in earnings per share for the past three years, has already cut 9,000 jobs from its peak employment of around 125,000 in late 1989.

It said about half of the \$1.1bn

special charge would cover staff reductions or job retraining, and the other half would involve rationalisation of the group's plants and other facilities.

The company's fourth-quarter

\$871m loss compared with a loss of \$257m, after special charges, in the same period last year, while the loss per share after charges rose from \$2.11 to \$7.08.

Operating revenues rose 17 per cent in the quarter, to \$3.94bn, although that was helped by a \$140m contribution from Klenzle,

the German computer company which Digital acquired control of last December.

The group's product sales rose from \$2.65bn to \$2.34bn, while services rose from \$1.35bn to

\$1.65bn.

For the full 1991 year, the company reported a net loss after charges of \$617m, or \$5.08 a share, compared with income of \$741m, or 59 cents in 1990. Income per share before charges dipped from \$4.19 to \$3.17, while sales rose from \$8.14bn to \$8.3bn.

UK chemicals group announces high profits as Hanson hovers

All eyes on ICI's vital restructuring

By Robert Peston in London

At 4pm, after hosting three conferences on ICI's results and having to provide further analysis on five television stations, Sir Denys Henderson settled down to a cup of tea in his panelled office.

Results of Britain's biggest company were vastly better than analysts' expectations. Much of the credit should go to Hanson, the conglomerate which has been circling ICI.

Sir Denys has been told by his

public relations advisers that he should always be polite about the company run by Lord Hanson

Sir Denys insists that petrochemicals are performing far better than in the last recession. In 1982, petrochemicals and plastics lost £139m, he says. "After that, they set themselves a target of never being a drain on our cash reserves. They are doing better than that."

The petrochemicals division was "moderately in the black" in the second quarter.

INTERNATIONAL COMPANIES AND FINANCE

Norsk Hydro sells 10.3% share stake in Ranger Oil

By Bernard Simon in Toronto

NORSK Hydro yesterday disposed of its 10.3 per cent stake in Ranger Oil of Calgary on the open market, leaving the Canadian oil and gas producer, which has extensive North Sea interests, with no single significant shareholder.

The Norwegian utility sold its 10m Ranger shares on the Toronto Stock Exchange at prices between C\$8.63 and C\$8.75 a share for total proceeds of about C\$86m (US\$74.7m).

The price is only slightly below the C\$9 per share which the Norwegian company was asking when it first put its stake up for sale last December.

Ranger, at that time, waived its right to find a buyer for

Norsk Hydro's shares, but asked it to distribute the shares as broadly as possible.

The Norsk Hydro block was bought by RBC Dominion Securities, which immediately began selling the shares on to institutional buyers.

According to Mr Denis Motte, analyst at Maison Placements in Toronto, Ranger is one of the institutions' favourite Canadian energy companies, thanks largely to its sizeable North Sea exposure. North American energy companies are being hit by falling natural gas prices.

Ranger's biggest shareholder, with a 6.7 per cent stake, is Mackenzie Financial, one of Canada's largest mutual fund distributors. Another 5

per cent is held by the estate of Mr Jack Pierce, Ranger's entrepreneurial founder, who died earlier this year.

Analysts have speculated that Ranger may soon be the target of a takeover bid.

Mr Jack Dymant, Ranger's president, said yesterday that "shareholders will have to come to their own conclusions about what they want to do".

The manager of the company own less than 1 per cent of the stock.

Mr Dymant said Ranger will continue to focus on the North Sea.

It has four projects under development, all of which are scheduled to come on stream between the end of this year and 1994.

Gildemeister warns on dividend as sales slide

By David Goodhart in Bonn

GILDEMEISTER, one of Germany's biggest machine tool producers, warned yesterday that it would probably not be able to pay a dividend in 1991 following a sharp drop in sales and orders in the first half of the current year.

The company received DM100m (US\$8.8m) less in incoming orders in the six months which began with the same period last year, represents a 30 per cent drop. The order income for lathes is especially poor - 38 per cent down on 1990. Overall sales for the first half also slipped by 13 per cent.

Gildemeister's results partly reflect the much more difficult exporting climate for Germany's mechanical engineering sector, the motor of the country's export machine. Mr Hans-Jurgen Zechlin, head of the VDMA, the mechanical engineering trade association, said recently that the sector expected a real drop in production in the current year.

Mr Axel Kenna, Gildemeister's chairman, told shareholders at the annual meeting yesterday that the west European market, with the exception of Germany, had collapsed. He also blamed wage rises, sharper export controls and the unfavourable dollar exchange rate.

Banco Comercial Portugues stages strong advance

By Patrick Blum in Lisbon

BANCO Comercial Portugues, Portugal's second largest bank, has announced strong increases in profits and assets for the first half of this year.

Pre-tax profits were ECU1.6m (US\$1.2m) in the first half, up from ECU1.4m (US\$1m) in the same period last year.

Turnover, however, rose by 76 per cent from ECU1.6m to ECU4.4m, reflecting the increase in business following the acquisition of the Redwing holiday group from British Airways last autumn.

Pre-tax profits in the last full year were ECU1.3m on turnover of ECU7.8m.

Mr Howard Klein, Owners' chairman, pointed out yesterday that the company made a "positive contribution to overheads" during the first half of the year.

Mr Klein said yesterday that after the uncertain start to the year caused by the Gulf war, holiday bookings were ahead of target. More than 85 per cent of its holidays for this summer have been sold; a higher percentage than ever before at this time of the year.

The bank's total assets rose more than 50 per cent from ECU522m to ECU822m in the 12 months ending in June.

La Repubblica float closer after purchase of Ascoli

By Halg Simonian in Milan

MR CARLO De Benedetti, the Italian industrialist, yesterday moved a step closer to restructuring his publishing interests following the election of his supporters to the board of Cartiera di Ascoli, a shell company whose main asset is its stock market quotation.

The appointments are an important step to floating La Repubblica, the big newspaper which came under the undisputed control of Mr De Benedetti's CIR holding company following the division of Mondadori, Italy's leading publishing group, last May.

Under the peace agreement

signed between Mr De Benedetti and Mr Silvio Berlusconi, his rival for control of Mondadori, Mr De Benedetti acquired Cartiera di Ascoli, a shell company whose main asset is its stock market quotation.

Mr Arnaldo Borghesi, the new chairman of Cartiera di Ascoli, confirmed yesterday the company would be used as the vehicle for La Repubblica's flotation. By making the reverse takeover of a quoted concern, it will be possible to float La Repubblica much more quickly than by seeking an independent listing.

Second quarter downturn at Rio Alcom.

By Robert Gibbons in Montreal

RIO ALCOM's second quarter was hit sharply by lower profits from uranium, copper and coal mining and from metals distribution.

The company has hired RBC Dominion Securities and S.G. Warburg to seek formal offers for its metals distribution business, following last January's decision to concentrate on mining.

Rio Alcom's second quarter profit was C\$6.4m, down from C\$19.2m, reflecting partly the shutdown last year of two uranium mines.

Lower commodity prices and a high Canadian dollar affected copper, and coal export prices were lowered from January 1. Also potash markets were highly competitive and mining lost money.

First half net profit was C\$20.4m or 44 cents a share, down from C\$38.3m or 86 cents a share a year earlier, on revenues of C\$533m against C\$710m.

Zurich Insurance acquires 97% of Chilean company

ZURICH INSURANCE, Switzerland's biggest insurance group, has paid \$24m for 97 per cent of La Chilena Consolidada, Latin America's oldest insurance company, writes William Dulforce in Geneva.

With a premium income of \$40m a year, La Chilena holds 8 per cent of the Chilean life insurance business and over 3 per cent of the life business.

It employs 607 people and operates 26 offices throughout the country. Mr Augustin Edwards will continue as chief executive.

The purchase of La Chilena marks the Swiss group's first step into Chile. Zurich Insurance, which has a big operation in North America, accounting for 28.9 per cent of its gross premium income of SF17.3bn last year.

The Swiss group last year increased its net consolidated earnings by 8.3 per cent, to SF367m.

Dumez strengthens SAE links

By George Graham in Paris

DUMEZ, the construction and civil engineering division of France's Lyonnaise des Eaux-Dumez conglomerate, is to strengthen an alliance with Societe Anonyme d'Entreprise (SAE), another leading French construction group.

The groups will together take control of Razel, an excavation company, for up to FF1.75m (US\$1.5m). Dumez, meanwhile, has acquired a 4.5 per cent stake in SAE for FF2.1m.

Dumez bought its stake in SAE from Mr Michel Pellega, the property developer who had built up a 33 per cent shareholding in the company but whose efforts to win control crumbled 10 days ago when he was forced to sell

most of his SAE shares to a pool of banks.

A Dumez official said the company intended to go no further than 4.5 per cent; the fact that the stake had been announced at all, although below the 5 per cent threshold where declaration is legally compulsory, showed that it supported SAE's management, he said.

"This is definitely not the first step on a staircase," the official said.

The SAE stake was bought at the same price of FF1.200 a share at which Mr Pellega sold out to a group of banks and financial institutions led by Credit Lyonnais, his principal banking ally, and Paribas, the investment bank which led the

defence for SAE's management.

Dumez already owned 13.5 per cent of Razel, an earthworks specialist which has recorded pre-tax losses in each of the last five years, and which made a net attributable profit of FF2.2m in 1990 thanks only to an extraordinary gain of FF31.5m, after a net loss of FF10.5m in 1989.

The construction group will buy the 56 per cent held directly and indirectly by the Pellega family at a price of FF7.10 per share, valuing the company at FF4.32m, and will offer the same terms to minority shareholders.

Dumez said control of Razel would then be shared equally with SAE.

Heracles earnings jump 38%

By Kerin Hope in Athens

HERACLES General Cement, the state-owned Greek producer which is due to be privatised later this year, reported a 38 per cent improvement in earnings for 1990.

Net profits reached Dr4.79bn (US\$24.6m), compared with Dr3.46bn the previous year.

Sales of cement and clinker in 1990 rose by 21 per cent from Dr39.1bn to Dr47.4bn.

Company officials said that Heracles maintained its position as Europe's largest cement exporter in 1990, earning \$38m

from overseas sales. Exports accounted for almost half last year's total cement production of 5.5m tonnes.

Although Heracles' main export markets are still in western Europe and North America, efforts are being made to develop new markets in Africa, where sales increased by 33 per cent last year, and in Asia. The company exported clinker to Thailand for the first time last year.

Heracles forecast net profits of Dr3bn for 1991, after strong

than-expected results for the first five months.

In preparation for privatisation, Heracles plans to dispose of several subsidiaries that are not directly concerned with cement production. Elviv, a manufacturer of power transformers and electrical switching equipment, is to be sold to Merlin Gerin of France, which belongs to the Schneider group. Merlin has offered Dr1.7bn for Elviv, which reported profits of Dr38.8m on sales of Dr2.0bn in 1990.

The Swiss group last year increased its net consolidated earnings by 8.3 per cent, to SF367m.

Owners Abroad forecasts deficit for first half

By David Churchill, Leisure Industries Correspondent

OWNERS ABROAD, the UK's second largest package tour operator, yesterday announced its expected first-half pre-tax loss but said it was on course for profit growth in the full year.

Accounting policies mean that it does not take account of earnings from holidaymakers until their actual departure in the second half of its financial year, even though most of the costs incurred by booking holidays comes into the first half.

The company, which also operates the Air 2000 charter airline as well as an airline seat wholesaling business, announced its interim pre-tax loss for the six months to April 30 1991 of £21.4m (£36m) compared with £21.4m at the same stage last year.

Turnover, however, rose by 76 per cent from £81.6m to £43.4m, reflecting the increase in business following the acquisition of the Redwing holiday group from British Airways last autumn.

Pre-tax profits in the last full year were £15.3m on turnover of £297.8m.

Mr Howard Klein, Owners' chairman, pointed out yesterday that the company made a "positive contribution to overheads" during the first half of the year.

Mr Klein said yesterday that after the uncertain start to the year caused by the Gulf war, holiday bookings were ahead of target. More than 85 per cent of its holidays for this summer have been sold; a higher percentage than ever before at this time of the year.

The bank's total assets rose more than 50 per cent from £522m to £822m in the 12 months ending in June.

TOBU RAILWAY CO., LTD.

U.S. \$300,000,000

4 1/4 per cent. Notes 1995

with

Warrants

to subscribe for shares of common stock of Tobu Railway Co., Ltd.

Issue Price 100 per cent.

Yamaichi International (Europe) Limited

Mitsubishi Finance International plc

Barclays de Zoete Wedd Limited

Chuo Europe Limited

Deutsche Bank Capital Markets Limited

Goldman Sachs International Limited

Merrill Lynch International Limited

Mitsui Trust International Limited

Morgan Stanley International

Paribas Capital Markets Group

Salomon Brothers International Limited

Swiss Bank Corporation

Taiheiyo Europe Limited

Yasuda Trust Europe Limited

Credit Suisse First Boston Limited

Robert Fleming & Co. Limited

Kleinwort Benson Limited

Mitsubishi Trust International Limited

J.P. Morgan Securities Ltd.

NatWest Capital Markets Limited

Ryoko Securities International Limited

Societe Generale

Swiss Volksbank

S.G. Warburg Securities

J. Henry Schroder Wag & Co. Limited

IBJ International Limited

BNP Capital Markets Limited

Daiwa Europe Limited

Generale Bank

Merrill Lynch International Limited

Mitsui Trust International Limited

New Japan Securities Europe Limited

Paribas Capital Markets Group

Swiss Volksbank

Yamaichi International (Europe) Limited

Mitsubishi Finance International plc

BHF-Bank

Credit Lyonnais Securities

Dresdner Bank Aktiengesellschaft

Interallianz Bank Zurich AG

Mitsubishi Trust International Limited

Morgan Stanley International

Nomura International

Swiss Bank Corporation

UBS Phillips & Drew Securities Limited

S.G. Warburg Securities

Lotto

er Second quarter downturn
Rio Alcan
By Robert Gibbons
in Montreal

RIO ALCAN's second quarter results from mining, copper and zinc production, distribution, the company has been declared. S.G. Warburg is seeking to sell its business, following a decision by its shareholders to sell its mining assets. RIO ALCAN's second quarter results from mining, distribution, the company has been declared. S.G. Warburg is seeking to sell its business, following a decision by its shareholders to sell its mining assets.

The bid has run into early trouble with ACM directors recommending that shareholders reject the offer. It's main shareholder, the Monaco-based

INTERNATIONAL COMPANIES AND FINANCE

Australian Consolidated bid may have to be raised

By Mark Westfield in Sydney

WESTERN Mining Corporation and Normandy Poseidon may have to increase their A\$210m (US\$168m) take-over offer for Australian Consolidated Minerals after the market bid the stock up to 99 cents, well above the 90 cents a share offer price. More than 6.5m shares, or 28 per cent of ACM's capital, changed hands yesterday.

The bid has run into early trouble with ACM directors recommending that shareholders reject the offer. It's main shareholder, the Monaco-based

AFP Group with 27 per cent of the diluted capital, has declared 90 cents insufficient. ACM is planning a major restructuring and is expected to sell at what it considers the right price.

The bid is pitched 40 per cent above the average trading price of the past three months but analysts value ACM at between A\$1.05 and A\$1.15 a share.

Mr Graeme Walker, Normandy Poseidon's secretary, said the bid would proceed despite the rejection by ACM

Bank of East Asia's 19.8% climb at top end of expectations

By Angus Foster
in Hong Kong

BANK of East Asia, Hong Kong's largest family controlled bank, yesterday announced a 19.8 per cent increase in interim consolidated profits after tax to HK\$124.4m (US\$16m) for the six months to the end of June compared with HK\$103.8m in the same period a year ago.

It is paying an interim dividend of 25 cents a share, a 19 per cent increase on last year.

The figures were at the top end of market expectations. However, because banks in Hong Kong are allowed to transfer profits to inner reserves, results are usually seen as a reflection of business confidence rather than true profitability.

Bank of East Asia traditionally starts off the Hong Kong reporting season, and its good results prompted hopes other banks in the colony had performed well in the first half of the year. Hongkong Bank, which last year saw profits drop 35 per cent to HK\$3.09bn due to losses in its overseas operations, is due to announce interim results next month.

Mr David K.L.Li, the bank's chief executive, said its outlook for the rest of the year was promising and that the Los Angeles branch, which started full operations in April, performed satisfactorily. Another has been opened in Xiamen, a special economic zone in China.

Protests push Fernz into 28.5% profits decline

By Terry Hall in Wellington

PROTEST activities in Maliburn over Fernz Corporation's new fertilizer plant cost the New Zealand-based fertiliser company NZ\$62m (US\$45.1m) in lost sales, the company said yesterday.

It said this was the main factor in the company's 28.5 per cent profits fall in the year to March 31, which was NZ\$5.7m less than budgeted for. Pre-tax profits were down 40 per cent from NZ\$33.7m to NZ\$20.2m. Sales declined 7 per cent from NZ\$221m to NZ\$202m.

Mr Kerry Hoggard, managing director, said the result was also affected by "quite a serious downturn" for agricultural products in Australia.

However, the effect of the

protest action was lessened by favourable tax treatment in Australia - including a 150 per cent rebate on research and development costs there - together with savings of NZ\$1.3m in financing costs and NZ\$1.5m in operating expenses.

Mr Hoggard said the company planned to build a \$50m purification plant in Melbourne to help reduce waste.

The fertiliser business in New Zealand is forecast to remain at current levels this financial year, but increases are expected for agricultural chemicals and animal health with the commissioning of the chlor alkali plant in Western Australia and an oxygen chemical plant in New Zealand.

Rashid Hussain's 95% rise reflects strength of demand

RASHID Hussain, a leading Malaysian stockbroker, reported a 95 per cent rise in its operating profit to M\$59m (US\$31.1m) on a turnover which improved 141 per cent to M\$104m for the year to May, Lim Siong Hoon reports from Kuala Lumpur.

The full-year results illustrate the strength of demand in the Kuala Lumpur stock market since its break from the Singapore bourse in January 1990.

Rashid Hussain shares top place with TA Enterprise as the country's largest stockbrokers. It also has a 20 per cent

stake in Development & Commercial (D&C), Malaysia's fifth largest banking group.

• Telekom, the Malaysian telecommunications monopoly and the largest group in the local stock market, doubled its pre-tax profit from M\$235m to M\$514m in its half-year results to June. Turnover rose by only 19 per cent to M\$1.4bn.

Malayan United Industries (MUI), the Malaysian conglomerate facing a takeover bid, is to increase its first-half dividend to 3 per cent following a 43 per cent increase in its pre-tax profit to M\$42m.

An interim dividend was declared at Y4.5 per share, with an identical dividend expected for the second half of the year.

Asahi Glass down 15% in sluggish market

By Steven Butler
in Tokyo

ASAHI GLASS, Japan's biggest glass-maker, yesterday reported a 15.5 per cent decline in pre-tax profits to Y33.84bn (US\$246.7m) in the first half of the year.

Asahi attributed the fall to increased expenditures on research and development, depreciation, and increases in fuel, raw materials and distribution costs.

Sales rose by 2.2 per cent to Y498.4bn in the face of a sluggish market.

Housing investment has been slack while the growth in capital spending throughout the economy has slowed.

After-tax income declined by 6.4 per cent to Y20bn. Sales of glass and construction materials rose by 1.9 per cent to Y356.5bn.

A decline in sales for flat glass and construction materials was offset by higher demand for specialised glass.

Sales of fabricated glass to the motor industry were flat, reflecting a slowdown in that industry.

Chemicals sales rose by 3 per cent to Y181bn, with increased demand for soda products and fluorinated specialised chemicals.

Income from sales of vinyl chloride, plant equipment and technology licensing declined. Ceramics sales rose by 12.8 per cent to Y171m while electronic products sales increased by 2.4 per cent to Y24.6bn.

Other items, such as optical lenses and frames and health equipment fell by 9.4 per cent to Y18.4bn.

A decline in Asahi's cash balance also affected the results. Interest and dividend income fell from Y14.6bn in the first half of 1990 to Y10.5bn this year, while interest expenses rose from Y3.9bn to Y4.2bn.

Asahi said the outlook did not allow much room for optimism, but that it expected to see sales increase by 4.1 per cent to Y1.06bn for the year as a whole, with an increase in pre-tax profits of 14.7 per cent to Y73bn.

An interim dividend was declared at Y4.5 per share, with an identical dividend expected for the second half of the year.

This announcement appears as a matter of record only

AIRBUS INDUSTRIE

Italian Lire 150,000,000,000

12 1/4% per cent. Notes due 1996

Issue Price: 101.75%

Banco di Napoli

Lehman Brothers International

Banca Commerciale Italiana

Banca d'America e d'Italia
Deutsche Bank Group

Banca Euromobiliare

Banca Nazionale del Lavoro

Banco di Roma

CARIPLO

Credito Italiano

Credit Suisse First Boston Italia S.p.A.

IMI Bank (Lux) S.A.

Istituto Bancario San Paolo di Torino

Italian International Bank Plc

Paribas Capital Markets Group

Unibank

ABN AMRO

Banca Novara International S.A. - Luxembourg

Banco di Sardegna

BANESTO

Banque Bruxelles Lambert S.A.

BNP Capital Markets Limited

Credit Commercial de France

Dresdner Bank aktiengesellschaft

Gemina Europe Capital Markets S.A.

Mitsui Taiyo Kobe International Limited

Nomura International

Sovardino

Swiss Bank Corporation

Yamaichi International (Europe) Limited

July 1991

A strong partner in London for trade and export financing



Helaba Frankfurt is on the spot to serve U.K.-based companies.

Companies in the U.K. value the creative capabilities of Helaba Frankfurt, one of Germany's leading banks with total assets of more than DM 82 billion. A public-sector wholesale bank based in Germany's financial capital, Helaba Frankfurt operates a full-service branch in London - one of the City's oldest German-owned banking outlets.

Whether U.K. or international, the services of Helaba Frankfurt include expertise in DM-related money market and foreign exchange transactions, acceptances, trade bills, medium and long-term fixed rate financing. As a member of LIFFE we offer experience in futures and options.

Companies trading with Germany or other countries benefit from Helaba Frankfurt's proven experience in all aspects of trade and export financing - and from the Bank's

strong links to all sectors of the German economy via the nation's vast savings banks organization. If you require a strong partner for financing in sterling, DM, or US dollars, just contact us in London.

Helaba Frankfurt

Hessische Landesbank - Girozentrale

London Branch
Head Office: Jungfernstieg 18-26 - D-4000 Frankfurt/Main - Telephone (0611) 221-01 - Telex 415291-0
New York Branch: 499, Park Avenue - New York - N.Y. 10022 - Telephone (212) 371-2500 - Telex 234-426
Dublin Subsidiary: Helaba Asset Management/Helaba International Finance plc - AIB International Centre (IFSC) - Dublin 1 - Telephone (1) 679-7126 (HAMI) - (1) 679-7125 (HIFP) - Telex (1) 741945 - Telex 32167 helba
Luxembourg Subsidiary: Helaba Luxembourg - Hessische Landesbank International S.A. - 4, Place de Paris - Telephone (352) 499-4011 - Telex 3295 helba

This announcement appears as a matter of record only. June 1991

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

In the name of Allah, The Beneficent, The Merciful



Cotton Export Corporation of Pakistan (Pvt) Ltd.

US \$ 100,000,000

Morabaha (Islamic Trade) Financing
Under Special Modaraba (Fund)

Modareb
(Lead Manager and Agent)



Name in Arabic: Massraf Faysal Al-Islami Al-Bahrain E.C.

Co-Modareb

ABC Investment & Services Company (E.C.)
National Bank of Pakistan
United Bank Ltd.

Participants

ABC Investment & Services Co. (E.C.)
ABC Islamic Fund (E.C.)
Al Baraka Islamic Investment Bank BSC (E.C.)
Bahrain Islamic Bank (BSI)
Faisal Finance (Switzerland) S.A.
Faisal Islamic Bank of Egypt
Faisal Islamic Bank of Bahrain (E.C.)
Islamic Bank International

Islamic Investment Co. of the Gulf (Sharjah)
Islamic Investment Co. of the Gulf (Bahrain)
Massraf Faysal Al-Islami (Jersey) Ltd.
National Bank of Pakistan
Qatar International Islamic Bank (Q.I.B.C.)
Takafol Islamic Insurance Company (E.C.)
United Bank Limited

INTERNATIONAL COMPANIES AND FINANCE

Du Pont vows to cut costs by \$1bn in next two years

By Karen Zagor in New York

DU PONT, the biggest US chemical company, yesterday said it would cut costs by at least \$1bn over the next two years.

The announcement met with Wall Street's approval, and shares in the company climbed \$1.4 to \$43.4 at mid-day, near their \$2 week high of \$45.4.

In a letter to employees, Mr Edgar Wollard, chairman, blamed the cost reduction on "a large US fixed-cost base that hurt the ability of many of our businesses to compete directly with their best and most aggressive worldwide competitors."

The company said the pre-tax charge against earnings could be as much as \$500m in 1991. Du Pont had not yet determined the exact nature of the steps it would take to cut

costs and said it could not reasonably estimate the charge to earnings.

Mr Wollard said it would be impossible to estimate the number of jobs that would be lost, but said "there will be a substantial reduction in the number of our employees".

He added: "Although a \$1bn reduction represents about 10 per cent of our overall chemicals and specialties fixed costs, it could mean reductions of 30 per cent or more in costs associated with some support activities in Wilmington and in other locations."

Mr Wollard added the company made a considerable effort in the 1980s to expand its worldwide businesses aggressively "so we could maintain productivity and competitiveness. We were successful out-

side the US, but much less so inside the US."

Du Pont's chemical operations have been hurt by the slump in the world industry. The company said its US chemicals and specialties sales volume grew less than 1 per cent a year during the last decade, reflecting the weaker competitive position of many of its customer industries such as automotive, textiles, rubber and computers.

In addition, earnings have been depleted by the high cost of developing substitutes to chlorofluorocarbons (CFCs).

In the first half of 1991, Du Pont's earnings fell 13 per cent to \$1.1bn, or \$1.69 a share, on sales of \$15.5bn, against income of \$1.3bn, or \$1.92, on sales of \$19.1bn in the first half of 1990.

Microsoft earnings surge 73% to \$138.4m

By Martin Dickson in New York

MICROSOFT, the leading publisher of personal computer software, reported a 73 per cent increase in fourth-quarter earnings and strong demand for a new, upgraded version of its disk operating system.

The company reported net income of \$138.4m, or 73 cents a share, up from \$50m, or 43 cents, in the same period last year. Revenues rose from \$3.57m to \$5.26m.

The figures were towards the upper end of analysts' expectations.

The company had introduced the upgraded aerospace and defence group, yesterday reported a 35 per cent rise in second-quarter earnings and a significant reduction in its indebtedness.

Mr Mike Hallman, the company's president, said the results reflected record revenue from worldwide retail and computer manufacturer sales channels, and the continuing growth of Windows 3.0, the immensely successful program launched last year, and Microsoft graphical applications.

For the full year, the company reported net income of \$462.7m, or \$2.47 a share, up from \$279.2m, or \$1.56. Revenues rose from \$1.2bn to \$1.5bn.

Mr Hallman said the company had previously recognised royalty income of \$1.5m in the quarter upon renegotiation of its most significant licensing agreement.

In the second quarter it had

UAL and Delta post sharp falls

By Nikki Tait in New York

UAL, parent company of United Airlines, one of two largest US airlines, yesterday unveiled a sharp drop in second-quarter income to \$22.7m, down from \$45.3m in the same period a year ago.

Meanwhile, one of United's main rivals, Delta Air Lines - ranking third in the US airline industry - also reported lower figures for the April-June quarter.

UAL blamed the drop on the after-effects of the Gulf conflict, contracted business travel levels because of the recession in the US, and the widespread

price-discounting that has hit the US airline industry generally.

The profits figure benefited from higher operating revenues - up from \$2.74bn to \$2.95bn - and revenue passenger miles flown increased by 13.1 per cent. However, the yield - passenger revenue per mile flown - fell by 44 per cent to 12.2 cents.

Mr Stephen Wolf, the company's chairman, said that UAL did foresee "a gradual improvement" in the months ahead. But he stressed the strength of the recovery depended on how

quickly economic conditions in the US picked up, and on "a return to financially justified pricing".

All the leading airlines have complained that financially distressed rivals have initiated waves of cheap fare offers in order to pull in much-needed cash flow to salvage their balance sheets.

The stronger airlines have generally followed suit in order to retain their market share, but the effect has been to drive yields down.

There are currently four US airlines operating under Chap-

ter 11 bankruptcy protection.

Delta, meanwhile, said it made \$19.2m in the second quarter, compared with \$74.1m in the same period a year earlier. Operating revenues were \$2.52bn, against \$2.34bn, but its passenger mile yield slipped to 13.7 cents against 13.8 cents.

Delta's financial year ends in June, with the result that it showed a \$324.4m loss for the 12-month period, compared with a \$302m profit in the 1989-90 period.

Goodyear moves into black despite lower sales

By Nikki Tait

GOODYEAR Tire & Rubber, the large US tyres group, returned to profitability in the second quarter of 1991, but warned that its sales were still suffering from the "severely depressed" car industry and the prolonged recession in the US.

The company, which earlier this month forecast a second-quarter profit, duly turned in an after-tax surplus of \$22.5m.

This compares with a loss of \$9.4m in the same period a year earlier, although that figure was depressed by restructuring charges totalling \$21.4m.

The 1991 second-quarter profit translates into earnings per share of 38 cents, against a loss of 16 cents a share in the year-earlier period.

Sales during the three-month period were down by 2.8 per cent at \$2.8bn, but the Ohio-based group said selling, administrative and general expenses declined 5 per cent.

On the tyres side of the business, operating profits totalled \$15.7m. This compares with \$10.8m in the second quarter of 1990, when unusual charges of \$20m at the pre-tax level were included in the figure.

Turnover fell by 2.5 per cent to \$2.3bn - a trend that Goodyear blamed on lower unit sales, competitive pricing and the general move to lower-priced tyres. Worldwide, unit sales were down by 0.8 per cent.

In the company's general products division, there was an apparent improvement in operating profits from \$40.9m to \$56.3m, but again the second-quarter figure for 1990 was depressed by \$15m of unusual charges.

Engineering and chemical products suffered from the effects of recession in the US and adverse economic conditions in Brazil, Goodyear said.

Operating losses in the oil pipeline business totalled \$1.6m in the quarter, compared with \$2.6m in the same period a year earlier.

On the announcement yesterday, Goodyear shares eased \$1 to \$10.4 in early trading.

L.A. Gear shows \$4m net loss

By Karen Zagor

L.A. GEAR, the struggling US footwear and apparel-maker, yesterday restated its second-quarter results to show a loss for the period. The deficit is a technical default of the company's restricted credit facility with its banks.

On Wall Street, L.A. Gear tumbled \$1.4 to \$10.4 on the news. The issue's 82-week low is \$9.

The company, once the dar-

Cominco turns in C\$7.3m profit despite weak prices

By Bernard Simon in Toronto

COMINCO, the Canadian base metal and fertiliser producer, returned to profitability in the second quarter, but continues to be dogged by weak prices, a strong Canadian dollar and higher interest charges.

Second-quarter earnings were C\$7.3m (US\$6.4m), or 8 cents a share, down from C\$23.2m, or 29 cents, a year earlier. The Vancouver-based company reported a C\$10.2m loss in the first three months of 1991.

Revenues inched up by 3 per cent to C\$36.1m, with the entire increase due to higher fertiliser sales. Mining and metal sales dipped slightly to C\$54.1m.

Interest payments soared to C\$11.5m from C\$2.6m, largely as a result of payments on the Red Dog zinc project in Alaska which was commissioned last year.

Cominco said that zinc production at Trail returned to full capacity in March, and was expected to stay there for the rest of the year. Output at the Red Dog mine in Alaska improved in the past three months.

Efficiency gains and lower interest costs boost BCE

By Robert Gibbons in Montreal

BCE, the Canadian telecommunications group that controls Northern Telecom, posted a 14.6 per cent gain in net profit for the second quarter and a 12 per cent gain for the first half.

BCE attributed the improvement to lower interest costs, steady gains in efficiency at the main Bell Canada telecom utility, and a strong performance by Northern Telecom, the equipment-maker. These factors outweighed the impact of recession.

Second-quarter earnings were C\$30.7m (US\$26.3m), or 92 cents a share, up from C\$26.8m.

Some bankers expressed surprise at Citibank's insistence as relations were expected to improve after BCE made its first payment of \$866m in past-due interest to foreign banks a few weeks ago.

"This is Citibank's trump card," said a banker involved in the negotiations. "And they want to protect their \$800m exposure to Siderbras at all costs."

Citibank has so far declined to comment on the waiver issue.

International sales buoy McDonald's

By Barbara Durr in Chicago

MCDONALD'S, the world's largest fast-food chain, reported second-quarter net income of \$32.2m, or 63 cents a share, up 8 per cent from \$21.5m, or 59 cents a share, at the year-earlier period.

For the first six months, net income was \$40.5m, up 7 per cent from \$37.3m last year.

The company, which has been fighting to increase its sluggish domestic sales, was able to achieve only a 1 per cent gain for the first half. Foreign sales, however, marched along briskly at 17 per cent.

McDonald's tried to boost domestic sales through discount meals, special promotional programmes and the introduction of its new reduced-fat "McLean Deluxe" burger. But recession and competition offset these.

Much of the increased sales came from opening new restaurants. A total of 187 restaurants were added in the first half, with 128 outside the US, compared with 89 being opened in same period last year.

BP sells gas transmission assets in US

By Deborah Hargreaves

BRITISH PETROLEUM has sold the gas transmission assets of its US Tex/Con subsidiary yesterday to Transok, a unit of Central and Southwestern Corporation for an estimated \$250m.

Transok is an intra-state gas gathering and marketing company.

BP said it had received bids for the rest of Tex/Con, including its US onshore oil and gas production, and will be announcing another deal soon.

The total sale is expected to reach over \$800m, a figure at the lower end of analysts' expectations.

The company decided to sell Tex/Con in April after several years of faltering gas prices in the US following its failure to raise its gas prices.

The sale does not include any of BP's offshore exploration assets in the Gulf of Mexico, which are operated by BP Exploration.

Lebowa Plats will pass on its PP Rust entitlements to its shareholders and, at the same time, will raise additional funds from shareholders to finance part of the capital expenditure on its Aankloof mining programme.

Rustpats will take up its PP Rust entitlements, including those securing it as a shareholder of Lebowa Plats, and will distribute them to its shareholders to fully paid share to its RPH shareholders as a dividend in specie.

Rustpats' distribution of its interests in Lebowa Plats and PP Rust will offer shareholders greater portfolio flexibility and should create additional value through the elimination of the market discount normally associated with holding company structures.

Shareholders will be advised of further details in due course.

Johannesburg, 25 July 1991

US QUARTERLY IN BRIEF

MANVILLE, the industrial group, yesterday reported second-quarter net income of \$5.2m, or 3 cents a share, sharply down from \$32.6m, or 41 cents, in the second quarter of 1990. Sales were \$51.9m, up against \$52.7m.

Revenues were \$43.2m, or 29 cents a share, against \$77.5m, or 58 cents.

Sales with Ebitda down 7.2 per cent in the year-earlier period.

For the first half, net income was \$24.5m, or \$2.11, against \$30.5m, or \$3.25. Revenues were \$50.6m, compared with \$52.6m.

Revenues were \$43.2m, or 29 cents a share, against \$77.5m, or 58 cents.

Sales with Ebitda down 7.2 per cent in the year-earlier period.

For the six months ended June 30, net earnings were \$44.1m, or \$1.22, up from last year's \$39.6m, or \$1.18.

Gross income for the period was \$75.3m, against \$62.9m last year.

At the half-way stage, Armclo suffered a net loss of \$6.1m, or 52 cents a share, a 12 per cent increase over \$5.6m, or \$52.5m, in the same period a year earlier.

The company decided to sell Tex/Con in April after several years of faltering gas prices in the US following its failure to raise its gas prices.

Revenues were up 32 per cent at \$36.8m.

The net loss for the first half of this year included \$5.6m of equity losses attributable to Armclo.

Revenues were up 32 per cent at \$36.8m.

The net loss for the first half of this year included \$5.6m of equity losses attributable to Armclo.

Compiled by Rikka Nachoma

Alcan Aluminium reduces dividend

ALCAN Aluminium is cutting its quarterly dividend rate from 28 cents a common share to 18 cents with the September payment, writes Robert Gibbons.

Alcan said it reduced the rate "in the light of the decline in earnings and the uncertain outlook for the future." It has 223m common shares outstanding and the cut will save \$29m annually.

Notice to Holders of Warrants to subscribe for shares of common stock of

KOYO SEIKO CO., LTD. (Koyo Seiko Kabushiki Kaisha) (Incorporated with limited liability in Japan)

U.S. \$70,000,000 3 1/4% Guaranteed Notes due 1991 with Warrants ("1991 Warrants")

U.S. \$60,000,000 3 1/4% Notes due 1992 with Warrants ("1992 Warrants")

Notice is hereby given that on 28th June, 1991 the Board of Directors of Koyo Seiko Co., Ltd. resolved for the issue of 4% Convertible Bonds due 1998 of Yen 20,000,000,000 as follows:

1) Conversion price: Yen 899.00

2) Issue date: 23rd July, 1991 (Japan time)

As a consequence of the issue, the subscription prices for 1991 Warrants and 1992 Warrants have been

UK COMPANY NEWS

David Smith dips 10% to £24m

By John Thornhill

DAVID S SMITH, the paper and packaging group, saw pre-tax profits fall by 10 per cent, from £26.4m to £23.5m, as the recession gnawed at margins.

Sales in the year to April 30 declined marginally to £363.4m (£363.7m) but operating profits fell 7 per cent to £31.3m as prices came under pressure, particularly on the commodity paper side of the business.

In April the group raised £50.7m by a rights issue to fund the further expansion of its Kemsley paper mill in Kent. The development had reached the half way point and was set

to be completed by mid-1993. The group originally envisaged annual capacity of 350,000 tons of paper from Kemsley, but had raised its forecast to about 425,000 tons.

Packaging interests, which accounted for about half of group turnover, were said to have held up well. The group would be looking to expand its activities in this area through acquisition possibly in mainland Europe.

An exceptional cost of £1.37m (£1.49m) was the result of reorganisation.

Earnings per share fell from

28.6p to 24.8p. The final dividend is £6.75p bringing the total pay-out 9.25p.

Mr John Miller, formerly of Readipack, had been appointed finance director.

• COMMENT

David Smith's profits came in marginally ahead of the forecast made at the time of the rights issue and the shares yesterday climbed 4p to 34.5p. The rights have secured the group's financial base, enabling it to fund the Kemsley expansion with ease and allowing it to dream about expansion by

acquisition further out. There is as yet no indication of any easing of the competitive pressures nor of any improvement in trading conditions, but the group will be very well-placed to benefit when the upturn does eventually arrive. With a favourable economic breeze in the second half, pre-tax profits may rise this year to over £30m which would put the shares on a prospective multiple of 14.

That seems fully valued at present although Smith's attractions should become manifestly apparent as Kemsley nears completion.

ICL expands in continental Europe

By Michael Staplinker

ICL, the UK-based computer company, has bought a 50 per cent share in the European computer service operation of Bell Atlantic, the US telephone company.

ICL, which is owned by Fujitsu of Japan, would not say how much it was paying for the stake but said the purchase would strengthen its continental European operations and allow it to service computers provided by other manufacturers.

The purchase follows ICL's acquisition last May of Nokia Data, the information systems arm of Nokia of Finland.

The jointly-held company, Bell Atlantic Customer Services International, has a turnover of £50m, with about 40 per cent of sales coming from the UK and the rest from continental Europe.

The company, which has 550 employees, will have its headquarters in London.

Mr John Proctor, ICL's director of services, said the purchase was part of the group's recognition that services and software had become a more attractive business than computer manufacturing.

Mr Proctor said that European computer hardware sales were growing by 6 per cent a year, compared to 17 per cent in software and services.

Half of ICL's £1.6m sales last year came from software and services.

Customers were increasingly buying computers that were able to communicate with one another and were looking for service providers which could deal with hardware from a range of vendors, he added.

The joint company will be headed by Mr Tom Vassiliades, chief executive officer of Bell Atlantic Business Systems.

Mr Vassiliades said Bell Atlantic would benefit from ICL's infrastructure and reputation in Europe.

ICL operates in 18 European countries.

Trafalgar House must reassure DTI on piling after Davy buy

By Andrew Bolger

TRAFAKLAR HOUSE, the construction, property and shipping group, has been asked to allay government concerns over the effect of its £14m takeover of Davy Corporation, the engineering contractor, on the UK market for large diameter bored piling.

The Department of Trade and Industry said the whole bid could be referred to the Monopolies and Mergers Commission unless Trafalgar House promised to divest parts of the merged business which have given rise to competition concerns.

However, the small scale of the piling business in relation to the overall takeover

makes it certain that this development will pose no threat to the offer for Davy, which Trafalgar House stressed yesterday remained unconditional. On Monday Trafalgar House said it already had acceptances for 63.88 per cent of the Davy shares.

The DTI said questions of competition arose because a Trafalgar House subsidiary, Cementation Piling and Foundations, was leader in the market for large diameter bored piling, which was also served by a Davy company, Expanded Piling.

Trafalgar House said Expanded Piling's annual turnover of £15m was less than 1 per cent

Newspaper interest referred

By Maggie Urry

THE VARIOUS approaches to acquire Southern Newspapers, the south of England regional newspaper group and publishes the Financial Times; EMAP, the publishing, printing, exhibitions group; Reed International, the publishing group; and Thomson Corporation, the Canadian-based publishing and travel company which owns Thomson Regional Newspapers in the UK.

However, after the

announcement Thomson said that although it had submitted an application to the Secretary of State, after further evaluation it decided not to pursue the acquisition. Southern said it had only heard from Thomson earlier this week.

Under the Fair Trading Act, the Secretary of State has to consent to the transfer of newspaper titles if the change would give the new proprietor paid-for circulation of over 500,000 copies a day.

Smiths Inds pays £5.2m to secure Japanese hold

By Steven Butler in Tokyo

SMITHS INDUSTRIES, the UK medical equipment and avionics group, has acquired sizable stakes and board representation in two Japanese medical equipment distribution companies.

Mr George Kennedy, chairman of Smiths Industries Medical Systems, said he expected the deal would boost sales of medical equipment in Japan - which is already Smiths' largest market.

Smiths sold about £120m of medical equipment world-wide last year.

Establishing an effective distribution network is for most companies one of the biggest obstacles to building a large market share in Japan.

Smiths has purchased a 24.5 per cent share of Japan Medico for £3.2m, and 30 per cent of Med Nova for £2m. Japan Medico achieves most

Wimpey ends Highland Fabricators link

By Andrew Taylor

Wimpey, the construction group hit hard by the recession in the British housing market, has severed its links with the off-shore oil and gas fabrication industry by selling its 50 per cent holding in Highland Fabricators.

Brown & Root, Wimpey's partner at Highland, is understood to have paid £5m-£6m to take full control.

Highland, which has a large yard in Ross, Scotland, has an order book which will keep it busy until the middle of next year.

Last month Wimpey, which needs money to reduce its borrowings and to replenish its housing land bank, announced the sale of SLP Engineering, a wholly-owned offshore fabricator, to Odebrecht, the Brazilian construction and engineering group, for about £10m.

Hanson buys Volex offshoot

Volex Group, the manufacturer of wiring systems and electrical accessories, is selling its Volex Accessory division to a Hanson offshoot for £2.4m, made up of £1.65m cash and the assumption of £22.75m of debt.

The division has incurred pre-tax losses in the past two years to the end of March of £1.6m and £26.000,000 on turnover of £22.4m and £19.6m. At March 31 1991 attributable assets employed were £16.3m.

The sale will reduce Volex's net assets by £1.5m and leave it with net cash resources.

DOUGLAS

Challenging conditions highlight Group strengths

Summary of Results

Year ended 31st March 1991

Turnover

£339 m

Pre-tax profit

£11.05 m

Profit attributable to members

£5.8 m

Earnings per share

51.8p

Dividends per share

10.5p

"As the industry passes through the worst recession for many years, our performance highlights our inherent strengths. Low gearing and effective financial controls make us well placed to take advantage of the economic upturn when it arrives, but the continued weakness of UK demand inevitably affects trading in the current year, which is proving more difficult than 1990/91."

John Douglas OBE, Chairman
Robert M. Douglas Holdings PLC

CONSTRUCTION • HOUSING & PROPERTY DEVELOPMENT
CONSTRUCTION EQUIPMENT & PLANT
MATERIALS SUPPLY & SPECIALIST CONTRACTING

Doctus shares fall as bank talks continue

By Jane Fuller

SHARES in Doctus, the marketing and management consultancy group, fell to a new low of 22p yesterday, down 5p, as talks continued with bankers and financial advisers about funding arrangements.

Mr Alan Greenough, chief executive since May when he replaced chairman Mr Brian Blake said the group was in the final stages of negotiations to sell two major subsidiaries.

This would help cut borrowings, which had risen from £25m in the spring.

In addition to the disposal of Wallace Group, a marketing subsidiary that came in with Prospective, Mr Greenough said another business was being sold. "If the deal goes through, it will represent a fundamental change," hence the discussions about the group's future.

Marketing accounted for 60 per cent of operating profit last year.

Doctus is releasing its results for the six months to March 31 today, eight weeks later than last year's announcement. It issued a profit warning in April, when Mr Blake said the interim figure would be "quite a bit below" last year's £24.1m.

The share price fall took the level to less than a sixth of last year's high of 138p.

Enlarged Excalibur rises 3%

By Maggie Urry

EXCALIBUR, the jewellery, merchandising and engineering group, reported a 3 per cent rise in pre-tax profits, from £4m to £4.1m, in the year to April 30, after exceptional charges of £278,000.

The group, which has an acquisitive reputation, gained nothing from four purchases made since its 23.5m rights issue last November. The cash has been spent, but three of the companies bought were loss-making, two coming from receivers.

Mr Michael Griffiths, chairman, said the figures stood up well in a difficult trading period. Gross margins had weakened slightly but operating costs had fallen as a percentage of sales from 21 per cent to 19.5 per cent. The

meat group accounted for about 40 per cent of the £4.6m (£754,000) operating profit. Mr Chris Ball, chief executive, said Barrow Meats enjoyed more stable raw material prices, had concentrated on higher margin business and cut costs after investment in new technology.

In convenience foods, a new factory for Derbyshire Chilled Foods, the sandwich subsidiary, moved into profit. ET Sutherland, which had started ready meals the previous year,

• COMMENT

Even Excalibur's strategy of buying assets on the cheap and turning round loss-makers fast cannot keep profits racing ahead in a recession. But the figures seem to have been prepared on a prudent basis, while sales forecasts have also taken account of poor demand in many of the group's areas with costs cut accordingly. A wide spread of customers ought to preclude another Mass-Ferguson problem while a determination to hold margins rather than going for market share in jewellery should be beneficial in the longer term. On pre-tax forecasts of 24.5m, the prospective p/e is around 7.7-8. Not demanding but unlikely to inspire in the short term.

also breached the break-even point and shed a loss-making canning operation.

Interest charges rose to £1.65m (£1.25m) and year-end net debt stood at £5.5m, with gearing of 57 per cent. Mr Ball said the level had been higher for most of the year after deferred acquisition payments. This year it was expected to fall.

Earnings per share were 3.95p (loss of 0.53p). An increased final dividend of 0.9p makes a total of 1.8p (1.5p).

Sutherland makes a meaty £3m

By Jane Fuller

A TURNAROUND in its meat activities was the main ingredient in the recovery at Sutherland Holdings in the year to April 27. Previous losses of £500,000 were induced partly by high pork and beef prices, but this time the USM quoted food company came back with £3.02m before tax.

Turnover rose to 297.8m (£91.9m), although after Christmas the food service side was hit by reduced air travel during the Gulf War. Recession hit sales to catering customers.

Customers were increasingly buying computers that were able to communicate with one another and were looking for service providers which could deal with hardware from a range of vendors, he added.

The joint company will be headed by Mr Tom Vassiliades, chief executive officer of Bell Atlantic Business Systems.

Mr Vassiliades said Bell Atlantic would benefit from ICL's infrastructure and reputation in Europe.

ICL operates in 18 European countries.

DAI-ICHI KANGYO BANK

DKB ECONOMIC REPORT

July 1991: Vol. 21, No. 7

Japanese Economy Slows, Prices Warrant Close Monitoring

Price Trends Warrant Close Monitoring

The growth rate in the consumer price index, on a yearly basis, was 3.7% in April, down from 4.5% in January (Table).

When energy-related bills, perishable goods and public utilities charges are excluded as volatile factors, however, the CPI remains at a high level. Rising commodity prices are of particular concern, reflecting the increasing prices of processed foods, a major factor among commodities (Table).

Figure 2 shows trends in consumer prices and producers' input/output prices for processed foods. Clearly, growth has been slowing in input prices and rising in output prices since last autumn, and the rising output prices are paralleled by higher consumer prices.

There are three reasons for this: (1)

Notes: 1: The figures in *marked column exclude perishable foodstuffs, energy-related items, public utilities charges, Imputed house rent, etc.

2: Processed food factor weights are 14.4% in general consumer prices and 37.7% in commodities.

Source: Management and Coordination Agency

Table. Rising Trend in Processed Foods Prices

	1990/1	12	91/1	2	3	4
General consumer prices	4.2	3.8	4.5	3.9	4.0	3.7
Perishable foods, energy-related items excluded	2.8	3.1	3.3	3.4	3.5	3.6
Services	3.2	3.3	3.8	3.5	3.6	3.5
Commodities	2.8	3.0	3.1	3.4	3.4	3.5
Processed foods	4.0	4.6	4.8	5.0	4.8	5.2

Notes: 1: The figures in *marked column exclude perishable foodstuffs, energy-related items, public utilities charges, Imputed house rent, etc.

2: Processed food factor weights are 14.4% in general consumer prices and 37.7% in commodities.

Source: Management and Coordination Agency, Bank of Japan

Figure 2. Decreasing Input Prices and Rising Output Prices for Processed Foods



Source: Management and Coordination Agency,

UK COMPANY NEWS

Taxable first half result of £507m exceeds analysts' most optimistic forecasts by £40m

Static second quarter limits ICI decline to 31%

By Robert Peston

IMPERIAL CHEMICAL Industries' yesterday announced pre-tax profits in the six months to June 30 of £507m, a fall of 31 per cent from the £723m of the comparable period last year.

However in the second quarter, profits of the UK's biggest chemical company were £308m, a decline of just 3 per cent on the previous £319m.

The result for the half was 20 per cent better than the most optimistic of brokers' forecasts. ICI is maintaining its dividend at 21p.

Sir Denis Henderson, chairman, forecast that the group's profits would be improved by £40m a year as a result of the actions the group is taking to cut costs and dispose of loss-making businesses.

This restructuring should be completed within the next two years, he said.

ICI's pre-tax profits have now been on a rising trend since the end of last year. In the final quarter of 1990, it made just £24m before tax.

In the half year, turnover fell 7 per cent to £6.37bn. Sir Denis said that the volume of sales fell 6 per cent and currency movements accounted for a further 7 per cent decline.

However this was counterbalanced in part by the combined effects of higher local selling prices and acquisitions.

In February, ICI regrouped its operations into seven divisions.

Boots first quarter sales rise by 2.9%

Sales of Boots, the retailing and pharmaceuticals group, rose by 2.9 per cent in the first quarter of the current year in spite of the harshest retailing conditions for many years, said John Thorncroft.

Sir Christopher Benson, chairman, told shareholders that the group's retail division lifted sales by 3.9 per cent although Halfords, the car parts specialists, suffered from the severe drop in the car market. The chemist division saw growth of 1.3 per cent although this year's figures did not include the Easter trading period.

Turnover fell from £75m to £73m. Mr Kevin Lomax, chairman, said new business activity continued to decline in the second half, but the steep fall in the demand experienced earlier in the financial year had shown signs of

Yesterdays was the first time it had provided information on the profitability of these divisions.

On a quarterly basis, strong growth was shown by pharmaceuticals, which generated record trading profits of £145m, a rise of 38 per cent. Sir Denis said that sales of three newer drugs had been particularly good.

These were Zestril, a heart drug, Dipivans, an anaesthetic and Zoladex, a cancer treatment.

The materials division, which makes advanced plastics and acrylics, recovered to profits of £17m from the £7m losses it had made in the previous nine months.

However, its profits were 11 per cent lower than in the second quarter of last year. This division is a focus of the reorganisation programme.

ICI is likely to pull out of most of its advanced materials businesses, which supply the automotive and aerospace industries.

There was also a strong recovery in agrochemicals and seeds, which had been in loss in the second half of last year. It made trading profits of £87m in the second quarter, 13 per cent up on last year. Sir Denis said the division benefited from good cost control and the resumption of sales to the Soviet Union.

Another beneficiary of cost-cutting was the paints division, where quarterly profits were £38m, a rise of 15 per cent, on

sales which were 5 per cent lower.

Specialists' profits fell 34 per cent to £22m. Sir Denis blamed the recession for a fall in demand for dyes and inks, and a cutback in consumption of detergents. Profits of the explosives division rose 40 per cent to £1m.

The biggest division, measured by turnover, is industrial chemicals, making petrochemicals, industrial products and inorganic chemicals. Sales and margins were squeezed.

However, it reported a 5 per cent rise in sales to £284m and trading profits 35 per cent higher at £60m. These figures were flattered by the inclusion of results from Tioxide, the pigment manufacturer, which became a wholly owned subsidiary in December last year.

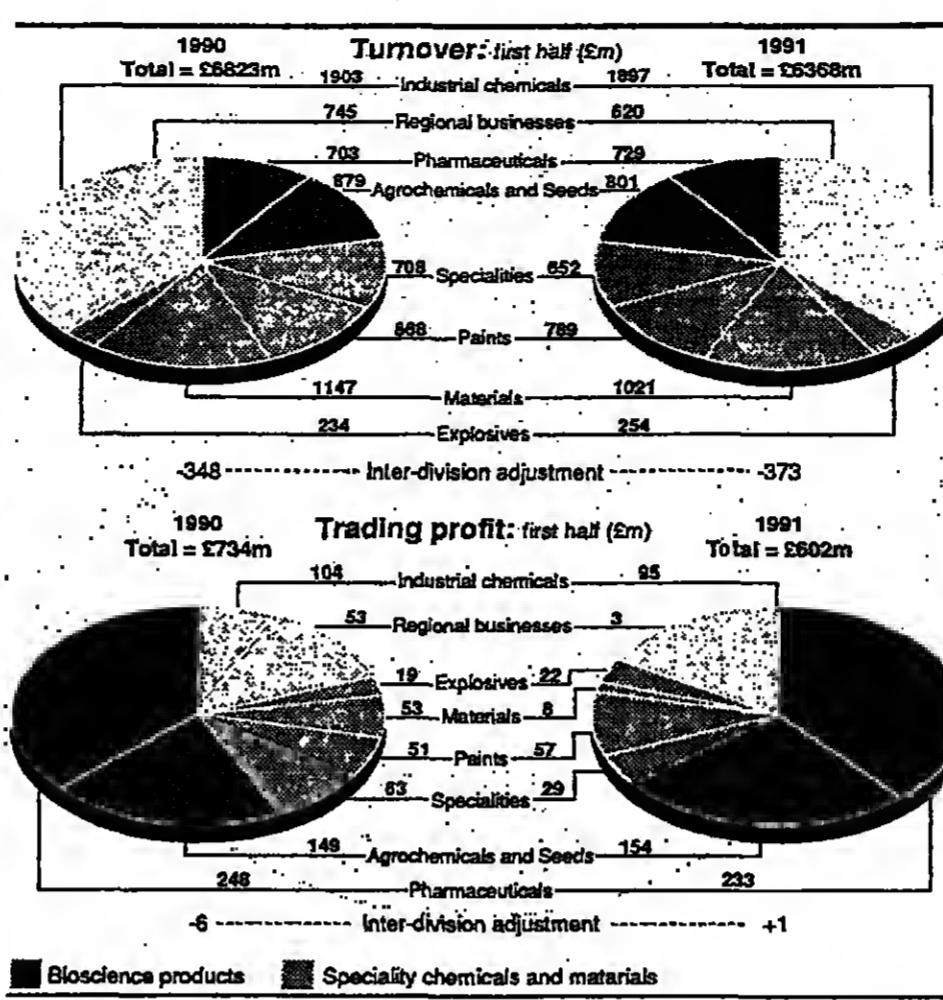
There was a £2m loss from the handful of businesses which are still managed on a regional basis, outside the seven divisions.

ICI blamed economic conditions in Australia for the decline from a £7m profit last year.

The group tax charge in the six months was £1.76m (£245m), which is equivalent to 34.7 per cent of profits.

Sir Denis said that ICI's reorganisation would help it to "mitigate the effects of the recession".

He did not expect any recovery in world economic growth before the end of the year and it would "probably be sluggish when it comes".



■ Bioscience products ■ Specialty chemicals and materials

Misys profit halved as business declines

By Andrew Bolger

CONTINUING low levels of business activity were blamed by Misys, the computer systems and services group, for a slump in pre-tax profits from £11.1m to £5.6m in the year to May 31.

However, the company said cuts to its costs in the first half, involving the loss of 200 jobs, had led to a doubling of operating profits in the second half, to give a total for the year of £6.9m. Exceptional charges were £1.6m this year.

Turnover fell from £75m to £57m. Mr Kevin Lomax, chairman, said new business activity continued to decline in the second half, but the steep fall in the demand experienced earlier in the financial year had shown signs of

levelling off.

Services revenue continued to grow well and at a rate sufficient to make up for the fall in new business sales, he told shareholders.

Earnings per share were more than halved to 11.5p (23.5p). After holding the interim dividend, the company is raising the final by 12.5 per cent to 3.5p, giving a total of 5.6p (5.26p), an increase of 7.4 per cent.

Mr Lomax said: "The results for our fourth quarter were particularly good and the trading position to date in the new financial year is significantly better than it was last year."

However, it is still too early to be

confident that any recovery in demand we may be seeing, however modest, will be sustained."

Working capital had remained under firm control, and was further reduced in the second half mainly as a result of good debt collection. Consequently, there was £2m in cash at the year end, compared with £3.6m at the end of the previous year.

Mr Lomax said that the group had been presented with 157 acquisition opportunities in the first six months of the year, and he expected more would arise as credit conditions tightened.

Misys would make further selective acquisitions, but would also maintain its cautious financial stance.

BET chief warns on midway results

BET's interim profits will fall below 1990 levels, Mr Nicholas Wills, chairman, warned at the annual meeting of the business services group yesterday.

He blamed the economic environment and forecast that both the UK and US recessions

were likely to be more difficult in the current year.

The group currently had net cash of £8m, and with nil gearing was well placed to ride out a fall in demand.

At the end of March the order book was worth £100m, compared with £158m the previous year and more than £200m two years ago. Mr Douglas said that last year the construction division made record

Robert Douglas restricts profit downturn to 11%

By Andrew Taylor, Construction Correspondent

PRE-TAX profits of Robert M Douglas, the Midlands-based building group, fell by 11 per cent from £21.4m to £11.1m, during the 12 months to the end of March.

This was despite a 4 per cent increase in turnover from £325m to £339m.

However, earnings per share rose from 47.5p to 51.8p, reflecting a lower tax charge of 27.40 per cent following losses on the closure of Rapid Metal in the US and lower profits in Australia.

The dividend is again 10.5p.

■ COMMENT

The lack of exposure to residential and commercial property markets, and a low level of debt, have bolstered Douglas against the worst effects of the recession. The rise in the group's share price from 88p to 93p reflects the market's reaction to a creditable profit performance given very difficult trading conditions. Unfortunately, there is no sign of any let-up and margins are likely to come under increased pressure as contractors compete to win work in a limited market.

Mr John Douglas, chairman,

said the group's performance had been encouraging during one of the worst recessions for many years for the construction industry. He warned, however, that trading conditions were likely to be more difficult in the current year.

The group currently had net cash of £8m, and with nil gearing was well placed to ride out a fall in demand.

At the end of March the order book was worth £100m, compared with £158m the previous year and more than £200m two years ago. Mr Douglas said that last year the construction division made record

profits as some of the large orders won during the late 1980s were completed.

Profits for construction equipment, mainly for wind turbines in wind farms and civil engineering projects, fell sharply. Building material profits, aggregates and concrete, also dropped.

The small, but growing, housing operation increased its profits.

Restructuring planned for Sturge Holdings agencies

By Richard Lapper

STURGE Holdings, the biggest agency group on the Lloyd's insurance market, yesterday announced a restructuring designed to increase management control and general economies of scale.

The reforms involve the regrouping of the 21 syndicates

or groups of names – managed by Sturge into five agencies.

These agencies will be organised by line of business – aviation, marine, non-marine, motor and reinsurance.

Sturge has acquired a number of agency groups since its flotation in 1986.

The changes are part of a wider rationalisation among agency groups at Lloyd's.

Sturge acquired complete control over one of these groups, Oxford managing agency, earlier this year.

According to chief executive, Mr Terry Heyday, the changes will help contain costs, improve the overall level of efficiency of the organisation and enhance the level of support to underwriters.

The reorganisation will allow Sturge to centralise support services such as financial services, management information, data processing and marketing.

The reforms involve the regrouping of the 21 syndicates or groups of names – managed by Sturge into five agencies.

These agencies will be organised by line of business – aviation, marine, non-marine, motor and reinsurance.

Sturge has acquired a number of agency groups since its flotation in 1986.

The changes are part of a wider rationalisation among agency groups at Lloyd's.

FT LAW REPORTS

Summary judgment remains unaffected by fraud claim

SOCIETE LIBANAISE POUR L'INDUSTRIE DU BOIS ("LIBA") v SAL & FAMA SHIPPING LTD AND ANOTHER Queen's Bench Division (Commercial Court): Mr Justice Steyn July 1 1991

THE COURT has power to give summary judgment on a virtually undefended claim against one of two defendants to an action, despite the fact that the other defendant cannot be made subject to the summary judgment procedure in that the claim against him is based on an allegation of fraud.

Mr Justice Steyn so held on a preliminary issue in an action by the plaintiff, Societe Libanaise pour l'Industrie Dubois ("Liba") against the first defendant, Fama Shipping Ltd and a second defendant.

Mr Justice Steyn so held on a preliminary issue in an action by the plaintiff, Societe Libanaise pour l'Industrie Dubois ("Liba") against the first defendant, Fama Shipping Ltd and a second defendant.

Mr Justice Steyn so held on a preliminary issue in an action by the plaintiff, Societe Libanaise pour l'Industrie Dubois ("Liba") against the first defendant, Fama Shipping Ltd and a second defendant.

Mr Justice Steyn so held on a preliminary issue in an action by the plaintiff, Societe Libanaise pour l'Industrie Dubois ("Liba") against the first defendant, Fama Shipping Ltd and a second defendant.

Mr Justice Steyn so held on a preliminary issue in an action by the plaintiff, Societe Libanaise pour l'Industrie Dubois ("Liba") against the first defendant, Fama Shipping Ltd and a second defendant.

Mr Justice Steyn so held on a preliminary issue in an action by the plaintiff, Societe Libanaise pour l'Industrie Dubois ("Liba") against the first defendant, Fama Shipping Ltd and a second defendant.

Mr Justice Steyn so held on a preliminary issue in an action by the plaintiff, Societe Libanaise pour l'Industrie Dubois ("Liba") against the first defendant, Fama Shipping Ltd and a second defendant.

Mr Justice Steyn so held on a preliminary issue in an action by the plaintiff, Societe Libanaise pour l'Industrie Dubois ("Liba") against the first defendant, Fama Shipping Ltd and a second defendant.

Mr Justice Steyn so held on a preliminary issue in an action by the plaintiff, Societe Libanaise pour l'Industrie Dubois ("Liba") against the first defendant, Fama Shipping Ltd and a second defendant.

Mr Justice Steyn so held on a preliminary issue in an action by the plaintiff, Societe Libanaise pour l'Industrie Dubois ("Liba") against the first defendant, Fama Shipping Ltd and a second defendant.

Mr Justice Steyn so held on a preliminary issue in an action by the plaintiff, Societe Libanaise pour l'Industrie Dubois ("Liba") against the first defendant, Fama Shipping Ltd and a second defendant.

Mr Justice Steyn so held on a preliminary issue in an action by the plaintiff, Societe Libanaise pour l'Industrie Dubois ("Liba") against the first defendant, Fama Shipping Ltd and a second defendant.

Mr Justice Steyn so held on a preliminary issue in an action by the plaintiff, Societe Libanaise pour l'Industrie Dubois ("Liba") against the first defendant, Fama Shipping Ltd and a second defendant.

Mr Justice Steyn so held on a preliminary issue in an action by the plaintiff, Societe Libanaise pour l'Industrie Dubois ("Liba") against the first defendant, Fama Shipping Ltd and a second defendant.

Mr Justice Steyn so held on a preliminary issue in an action by the plaintiff, Societe Libanaise pour l'Industrie Dubois ("Liba") against the first defendant, Fama Shipping Ltd and a second defendant.

Mr Justice Steyn so held on a preliminary issue in an action by the plaintiff, Societe Libanaise pour l'Industrie Dubois ("Liba") against the first defendant, Fama Shipping Ltd and a second defendant.

old market
Kenneth Goodingof the
perfor-
mance
of the
shares
of the
total
higher
at the
beginning
of the
gradual
recovery
of the
Americans
in the
mid-1980s.Once again, South Africa is to
increase the stock market's
standing in the world. What
would it take to make it
stand out from the crowd?
Mr Jacks dismisses the
idea that it will be fully
recovered further, but
he says: "A minor re-
covery will have a
major effect on the
market. Further
improvement will
depend on the
market's ability to
become less dependent
on oil market. Finally,
the market would have
a prolonged and deep
recovery in the mid-
1990s. There would have to be
a fundamental change in
the way central bank
monetary policy is
handled. This would be
the major factor."Mr Jacks says, however,
there is very little chance
of this change
occurring from within
the country. He adds:
"The market is
likely to remain
weak until the
mid-1990s."RESULTS significantly above
expectations from ICI
prompted a re-examination of
the chemical giant's prospects
by the market and ensured
that the shares were one of the
bright spots in a dull trading
session.ICI came up with half-year
profits of £507m - well down
from last year's £735m but com-
fortably above the widely pre-
dicted figure of £450m. The
shares advanced 12 to 131p on
turnover of 3.6m, which was
boosted by one early morning
trade of 1m shares at 131p.

Analysts came away from

ICI's presentation yesterday

morning in positive mood and

several raised profits estimates for

this year and 1992.

Geoffrey, joint broker to the

company with S.G. Warburg

and Panmure Gordon, stayed

with its estimate of £575m for

1991. Mr Richard Henderson of

Nomura Research Institute said:

"Asthma is one of the

fastest growing diseases in the

world and this is a significant

report based on a Canadian

study of 12,000 people."

Mr Peter Smith, pharmaceuticals

analyst at UBS Phillips &

Drew, said the report added

weight to concern that inhalers

dealt with symptoms while

ignoring the cause of asthma.

And Glaxo was particularly

vulnerable because it was also

in the process of developing a

longer acting form of inhaler.

Analysts came away from

ICI's presentation yesterday

morning in positive mood and

several raised profits estimates for

this year and 1992.

Geoffrey, joint broker to the

company with S.G. Warburg

and Panmure Gordon, stayed

with its estimate of £575m for

1991. Mr Richard Henderson of

Nomura Research Institute said:

"Asthma is one of the

fastest growing diseases in the

world and this is a significant

report based on a Canadian

study of 12,000 people."

Mr Peter Smith, pharmaceuticals

analyst at UBS Phillips &

Drew, said the report added

weight to concern that inhalers

dealt with symptoms while

ignoring the cause of asthma.

And Glaxo was particularly

vulnerable because it was also

in the process of developing a

longer acting form of inhaler.

Analysts came away from

ICI's presentation yesterday

morning in positive mood and

several raised profits estimates for

this year and 1992.

Geoffrey, joint broker to the

company with S.G. Warburg

and Panmure Gordon, stayed

with its estimate of £575m for

1991. Mr Richard Henderson of

Nomura Research Institute said:

"Asthma is one of the

fastest growing diseases in the

world and this is a significant

report based on a Canadian

study of 12,000 people."

Mr Peter Smith, pharmaceuticals

analyst at UBS Phillips &

Drew, said the report added

weight to concern that inhalers

dealt with symptoms while

ignoring the cause of asthma.

And Glaxo was particularly

vulnerable because it was also

in the process of developing a

longer acting form of inhaler.

Analysts came away from

ICI's presentation yesterday

morning in positive mood and

several raised profits estimates for

this year and 1992.

Geoffrey, joint broker to the

company with S.G. Warburg

and Panmure Gordon, stayed

with its estimate of £575m for

1991. Mr Richard Henderson of

Nomura Research Institute said:

"Asthma is one of the

fastest growing diseases in the

world and this is a significant

report based on a Canadian

study of 12,000 people."

Mr Peter Smith, pharmaceuticals

analyst at UBS Phillips &

Drew, said the report added

weight to concern that inhalers

dealt with symptoms while

ignoring the cause of asthma.

And Glaxo was particularly

vulnerable because it was also

in the process of developing a

longer acting form of inhaler.

Analysts came away from

ICI's presentation yesterday

morning in positive mood and

several raised profits estimates for

this year and 1992.

Geoffrey, joint broker to the

company with S.G. Warburg

and Panmure Gordon, stayed

with its estimate of £575m for

1991. Mr Richard Henderson of

Nomura Research Institute said:

"Asthma is one of the

fastest growing diseases in the

world and this is a significant

report based on a Canadian

study of 12,000 people."

Mr Peter Smith, pharmaceuticals

analyst at UBS Phillips &

Drew, said the report added

weight to concern that inhalers

dealt with symptoms while

ignoring the cause of asthma.

And Glaxo was particularly

vulnerable because it was also

in the process of developing a

longer acting form of inhaler.

Analysts came away from

ICI's presentation yesterday

morning in positive mood and

several raised profits estimates for

this year and 1992.

Geoffrey, joint broker to the

company with S.G. Warburg

and Panmure Gordon, stayed

with its estimate of £575m for

1991. Mr Richard Henderson of

Nomura Research Institute said:

"Asthma is one of the

fastest growing diseases in the

world and this is a significant

report based on a Canadian

study of 12,000 people."

Mr Peter Smith, pharmaceuticals

analyst at UBS Phillips &

Drew, said the report added

weight to concern that inhalers

dealt with symptoms while

ignoring the cause of asthma.

And Glaxo was particularly

vulnerable because it was also

in the process of developing a

longer acting form of inhaler.

Analysts came away from

ICI's presentation yesterday

morning in positive mood and

several raised profits estimates for

this year and 1992.

Geoffrey, joint broker to the

company with S.G. Warburg

and Panmure Gordon, stayed

with its estimate of £575m for

1991. Mr Richard Henderson of

Nomura Research Institute said:

"Asthma is one of the

fastest growing diseases in the

world and this is a significant

report based on a Canadian

study of 12,000 people."

Mr Peter Smith, pharmaceuticals

analyst at UBS Phillips &

Drew, said the report added

weight to concern that inhalers

dealt with symptoms while

ignoring the cause of asthma.

And Glaxo was particularly

vulnerable because it was also

in the process of developing a

longer acting form of inhaler.

Analysts came away from

ICI's presentation yesterday

morning in positive mood and

several raised profits estimates for

this year and 1992.

Geoffrey, joint broker to the

company with S.G. Warburg

and Panmure Gordon, stayed

with its estimate of £575m for

1991. Mr Richard Henderson of

Nomura Research Institute said:

"Asthma is one of the

fastest growing diseases in the

world and this is a significant

report based on a Canadian

study of 12,000 people."

Mr Peter Smith, pharmaceuticals

analyst at UBS Phillips &

FT MANAGED FUNDS SERVICE

- Current Unit Trust prices are available on FT Cityline. Calls charged at 45p per minute peak and 34p off peak, inc VAT. To obtain your free Unit Trust Code Booklet ring (071) 925-2128.

Continued on next page

FT MANAGED FUNDS SERVICE

Current Unit Trust prices are available on FT Cityline. Calls charged at 45p per minute plus 10p off-peak, inc VAT. To obtain your free Unit Trust Code Booklet ring (071) 825-2122

WORLD STOCK MARKETS

*Enjoy reading your complimentary copy of the
FINANCIAL TIMES
when you are at the*

*Enjoy reading your complimentary copy of the
FINANCIAL TIMES
when you are at the*

SCANDIC CROWN HOTEL

BRUSSELS

FINANCIAL TIMES

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

Digitized by srujanika@gmail.com

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

ENERGY EFFICIENCY

The FT proposes to
publish this survey on

publish this survey on
October 16 1991.
The FT is read daily
by 54% of Chief
Executives in
Europe's largest
companies. To reach
this influential
market and obtain
further details, call
Philip Dodson on
071 873 3380

Data source: Chief Executives in

NYSE COMPOSITE PRICES

High Low Stock Div. Yld. E 1000 High
Continued from previous page

Price data supplied by Teleskura.

Sales figures are unofficial. Yearly highs and lows the previous 63 weeks plus the current week, but not latest trading day. Where a split or stock dividend amount to 30 per cent or more has been paid, the year's high and dividend are shown for the new stock only. Otherwise, noted, rates of dividend are annual distributions based on the latest declaration.

s-dividend also xtra(s), b-annual rate of dividends plus dividend, c-equidividend dividend, cld-called, d-new year, e-dividend declared or paid in preceding 12 months. End in Canadian funds, subject to 15% non-resident withholding tax.

d-dividend declared after split-up or stock dividend, f-annual rate paid this year, omitted, deferred, or no action taken at dividend meeting, i-dividend declared or paid this year, accumulative issue with dividends to accrue, n-new issue in the past 52 weeks. The low-high range begins with the last trading, od-next day high. P/E price-earnings ratio, s-dividend declared or paid in preceding 12 months, plus dividend, a-stock split. Dividends begin with date of ex-date, ex-date, dividend paid in stock in preceding 12 months, estimated cash value on ex-dividend or ex-distribution, ex-new year's high, v-trading halted, w-in bankruptcy or receivership or being reorganized under the Bankruptcy Act, or securities assumed by such companies, wd-distributed or when issued, ws-with warrants, x-ex-dividend or ex-distribution, ex-distribution, ex-without warrants, y-ex-dividend or ex-distribution, ex-with warrants, z-ex-dividend or ex-distribution, ex-in hall.

AMEX COMPOSITE PRICES

MANAGEMENT BUYOUTS

The FT proposes to publish this survey on
October 1st 1991.
This survey will be read in 160 countries throughout the
World. If you want to reach this important audience, call
James Pascall
on 071 873 4008

ET SURVEYS

NASDAQ NATIONAL MARKET

3:15 pm prices July 2

Stock	PV	\$1s	High	Low	Last	Chng	Stock	PV	\$1s	High	Low	Last	Chng	Stock	PV	\$1s	High	Low	Last	Chng	Stock	PV	\$1s	High	Low	Last	Chng		
ABCGrads	0.20	24	685	30.4	36.1	35.1	-	AbcDev	0.08	7	10	63.4	20.4	20.4	-	Kalico S	0.17	95	0.4	7.3	0	-1.4	Schles C	0.33	13	1959	30.3	36.4	-
ACC Corp	0.16	39	35	19.7	19.7	19.7	-	AbcSoft	0.05	7	10	63.4	20.4	20.4	-	Katle	0.26	35	100	705	12.1	-11.1	Sectra	0.32	30	2203	81.1	99.1	-
Acadme E	30	325	54	54	54	54	-	Abi Tech	0.38	12	15	92.5	53	53	-	Katle F	0.08	70	208	30	36	-1.1	Seafld	0.12	19	208	25	36	-
AcmeSteel	30	35	14.1	14.1	14.1	14.1	-	Abitell S	0.38	12	15	92.5	41.4	41.4	-	Katle G	0.26	35	100	705	12.1	-11.1	Seagard	0.32	30	2203	81.1	99.1	-
Acton Cp	14	505	11.3	10.3	10.3	11.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle H	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
Adaptach	14	505	12.3	10.3	10.3	11.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle I	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
Addlge Tels	14	1052	27.3	27.3	27.3	27.3	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle J	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
Adit Serv	0.10	19	150	52.0	52.0	52.0	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle K	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
ADT Adt I	0.22	4	638	8.2	8.2	8.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle L	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
Adwest C	7	38	1.2	1.2	1.2	1.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle M	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
Adx Logic	11	222	14.2	14.2	14.2	14.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle N	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
Adx Paya	14	178	7.3	7.3	7.3	7.3	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle O	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
Adx Tels	0.00	13	200	20.0	20.0	20.0	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle P	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
Adwest Sys	0.04	8	55	18.0	18.0	18.0	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle Q	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
Adwest Adt	5	10	1.2	1.2	1.2	1.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle R	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
Agency Adt	0.07	8	51	8.2	8.2	8.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle S	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
AgencyEx	0.07	8	41	8.2	8.2	8.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle T	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
Alm Wtch	1.20	11	124	20.0	20.0	20.0	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle U	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
Alm Wtr	2.1	4113	36.3	36.3	36.3	36.3	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle V	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
Alm Brn	0.25	9	18.0	17.3	17.3	17.3	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle W	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
Alm Gold	0.38	12	1136	36.2	36.2	36.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle X	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
Alm Org	1.45	13	8	31.2	21.2	21.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle Y	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
Alm Pnt	1.11	51	1.2	1.2	1.2	1.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle Z	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
AlmCap	0.00	9	6	1.2	1.2	1.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle A	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
AlmCap	1.00	10	40	15.0	15.0	15.0	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle B	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
AlmHs	1.17	101	1.2	1.2	1.2	1.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle C	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
AlmC	0.22	19	82	11.8	11.8	11.8	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle D	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
AlmC	0.00	18	115	1.2	1.2	1.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle E	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
AlmC	0.00	18	115	1.2	1.2	1.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle F	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
AlmC	0.00	18	115	1.2	1.2	1.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle G	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
AlmC	0.00	18	115	1.2	1.2	1.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle H	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
AlmC	0.00	18	115	1.2	1.2	1.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle I	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
AlmC	0.00	18	115	1.2	1.2	1.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle J	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
AlmC	0.00	18	115	1.2	1.2	1.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle K	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
AlmC	0.00	18	115	1.2	1.2	1.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle L	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
AlmC	0.00	18	115	1.2	1.2	1.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle M	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
AlmC	0.00	18	115	1.2	1.2	1.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle N	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
AlmC	0.00	18	115	1.2	1.2	1.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle O	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
AlmC	0.00	18	115	1.2	1.2	1.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle P	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
AlmC	0.00	18	115	1.2	1.2	1.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle Q	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
AlmC	0.00	18	115	1.2	1.2	1.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle R	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
AlmC	0.00	18	115	1.2	1.2	1.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle S	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
AlmC	0.00	18	115	1.2	1.2	1.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle T	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
AlmC	0.00	18	115	1.2	1.2	1.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle U	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
AlmC	0.00	18	115	1.2	1.2	1.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle V	0.26	35	100	705	12.1	-11.1	Seatec	0.10	70	208	30	36	-1.1
AlmC	0.00	18	115	1.2	1.2	1.2	-	AbiSoft	0.22	23	359	26.5	21.2	21.2	-	Katle W	0.26	35	10										

ZIMBABWE

The FT proposes to publish this survey on 27 August 1991 and it will be distributed to 160 countries worldwide. If you want to reach this important audience, call Louise Hunter on 071 873 3238 or fax 071 873 3079.

FT SURVEYS

AMERICA

Economic worries conflict with lower interest rates

Wall Street

LOWER long-term interest rates helped share prices rise across the board yesterday morning, but concern about the economy restricted the gains to a minimum, writes Patrick Harwood in New York.

By 1pm the Dow Jones Industrial Average was up 5.37 at 2,971.60, having opened slightly weaker. The more broadly-based Standard & Poor's 500 was also higher, rising 1.33 to 379.97 by 1pm, while the Nasdaq composite of over-the-counter stocks gained 2.37 to 483.79. Turnover on the NYSE was 85m shares by 1pm.

The decline in long-term interest rates to well below 8% per cent gave the market a modest boost yesterday. However, rates have fallen because the bond market is betting that the Federal Reserve will cut short-term interest rates to revive the economy, which is not so good for the market's hopes of a quick improvement in corporate profits.

There was fresh evidence yesterday that the economic recovery may have ground to halt when the Labor department announced a 30,000 increase in jobless claims during the second week of this month. The rise was bigger than expected.

Motor manufacturers' shares were in the spotlight after two

of the big three unveiled second quarter figures. General Motors rose 5% to \$41 and Ford added 3% to \$34.1 after both announced, as expected, large losses during the period due to slumping sales. Chrysler, still to report its earnings, was unchanged at \$13.7.

LA Gear, the sportswear

edged 5% higher to \$100% after announcing price cuts on its laptop computers.

Among over-the-counter stocks, Microsoft rose \$2 to 67% on turnover of 1.2m shares as buyers acted on the company's 73 per cent improvement in second quarter profits. The figures lifted other big secondary technology stocks, with Apple rising 5% to \$45.4, and Sun Microsystems adding 5% to \$27.4.

Gateway Federal, the thrift institution which reported a big second quarter loss on Wednesday, rose 51 to 59% after the company said it was considering putting itself up for sale.

Canada

TORONTO rose as continued strength in the Canadian dollar eased fears that the Bank of Canada would raise its key rate. The composite index gained 4.3 to 3,526.0 at midday, advances equalling declines at 190 each on volume of 25,800 shares.

Ranger Oil accounted for about half of the session's volume as its shares fell 6.5% to C\$8.5% in 12m shares. Norsk Hydro, the Norwegian oil company, said that it would sell its entire stake of 10m shares in Ranger Oil to the brokerage house RBC Dominion Securities, which planned to sell on the shares to institutions.

New issue sequence lifts German insurers

But the flotation have come at a turbulent time for the sector, writes Richard Lapper

GERMAN insurers have made a big impact on the Frankfurt market in recent weeks, launching two of the biggest equity issues of recent years in the space of a month – and promising more.

Earlier this month BGAG, the trade union-owned holding company, raised over DM800m (\$461m) when it sold 25 per cent of the Hamburg-based general insurer Volksfürsorge on the market, reducing its own stake to 25 per cent.

In August Aachen & Münchener (AMB), the holding company for Germany's second biggest insurance group, which also has a 25 per cent stake in Volksfürsorge, will float 25 per cent of its life insurance subsidiary, AMI, in a deal which should raise over DM500m.

AMB also said this month that it is planning to market stakes in its Thuringia general insurance subsidiary, and in Central Krankenversicherung, a health insurer.

Investors are being presented with these opportunities at a time of turbulence in the

sector. A number of leading insurers have underperformed on the market consistently over the past 12 months.

Reflecting the uncertainty, Volksfürsorge's issue was oversubscribed but the stock has performed poorly in its first five days of trading, closing yesterday at DM780, down from the DM800 issue price.

Analysts at private bankers Merck Finck say that insurance stocks have been among the worst performers in the past three months, finishing bottom of a league table of 10 sectors in three of the last 11

months. Mr Matthias Weltevive, an institutional adviser at Merck Finck, attributes the poor performance to high interest rates which have depressed bond prices and the value of insurance company portfolios.

The financial sector has been an immediate sell and a first victim of the pessimism of investors towards bond markets, said Mr Weltevive.

In addition, investors are also beginning to worry about

motor insurance sectors are coming under pressure, undermining profitability. Although east Germany offers important opportunities in the long term, the chaotic state of the market looks likely to produce some operating losses in the interim.

Liquid or illiquid insurance stocks, represented by Allianz and Colonia, have underperformed the German all-share index over the last 12 months, reflecting these fears.

Allianz, the most liquid, acquired the east German state-owned Deutsche Versicherung last year. It expects to rack up DM500m in losses in east Germany this year, and it is also exposed to the highly competitive US market following its purchase of Fireman's Fund in 1990. The company lifted its annual dividend rate this week but the shares are on a minuscule yield; they have underperformed the DAX by 2 per cent in the last month, 3 per cent in the last three months and 5 per cent in the last year.

Colonia, the holding company in which France's Vétoine now has a majority interest, is hard to trade in and is down by 20 per cent compared with the market over the past 12 months.

AMB, recently, has been the exception to the rule. In spite of problems with BGAG, the accident-prone, ex-trade union bank which cost AMB another DM833m in write-downs last year, interest from potential predators has pushed up the price.

According to Mr Simon Rudolph of Morgan Stanley, the shares have been "sprouting wings", with the registered shares rising by 20 per cent against the DAX in the last 12 months.

Although Royal Insurance (with a stake of 20 per cent) and Fondiaria (with 6 per cent) have an interest in AMB, the company's principal suitor is said to be the aggressive French insurer Assurances Générales de France, which already owns 6 per cent in registered shares and is understood to have pushed up its holding recently to 16 per cent.

ASIA PACIFIC

Nikkei rises slightly after Wednesday's 2.3% jump

Tokyo

EQUITIES ended slightly higher after quiet trading, as investors waited for the outcome of discussions by the House of Representatives finance committee yesterday concerning the brokerage scandal, writes Emiko Terazono in Tokyo.

The Nikkei average gained 35.24 at 23,322.71, after advancing 2.3 per cent on Wednesday. The index rose in the first hour of trading on hopes of a further easing of short-term interest rates, and reached a high for the day of 23,441.18. Activity thinned in the afternoon and profit-taking by investment trusts pushed it down to leave a minor net gain. Rumours of a real estate bankruptcy, and financial troubles at a parcel delivery company, sent jitters through the market in the afternoon.

Volume remained light at 25m shares. Gains led declines by 432 to 412, with 205 issues unchanged. The Topix index of all first section stocks put on 3.02 to 1,818.23, but in London the ISE/Nikkei 50 index eased 4.23 to 1,386.74.

Comments from the finance committee did not have a direct impact on share prices. Its discussions ranged over the disclosure of the names of compensated clients, reduction of stock trading commissions, and revisions in the Securities and Exchange Law.

Foreigners were seen buying shipbuilding, real estate and insurance companies. Mitsui Real Estate climbed Y40 to Y1,400 and Tokio Marine & Fire Y30 to Y1,270.

Fuji Bank weakened Y60 to Y2,470 after announcing that three employees were dismissed and charged for forging deposit certificates, used as collateral for loans up to Y260bn.

Speculative issues were firm. Traders said investors who had sold on margin were buying back stock to cut losses caused by their recent strength. Nippon Carbon added Y23 at Y912 and Nihon Nohyaku moved ahead Y130 to Y1,880.

Honsha Chemical gained Y80 at Y1,70 after setting a year's high of Y1,210 earlier in the day as rumours that an Osaka-based speculative group was interested in the issue prompted individual buying.

Public works project beneficiaries gained ground. Cement issues were popular, with Mitsubishi Materials, the most active issue of the day, firming Y2 to Y52. Road builders were also higher. Nippon Road adding Y80 at Y1,490.

Strong earnings forecasts helped Sumitomo Heavy Industries to rise Y5 to Y617. Reporters that the company will tie up with Ishikawajima-Harima Heavy Industries (IHI) in the manufacturing and sales of liquefied natural gas carriers also encouraged investors. IHI gained Y4 to Y626.

Telecom remained active, accounting for N255.9m of the turnover total. The shares slipped a cent to Y242.26.

JAKARTA gained 1.7 per cent on hopes that banks would help the finance minister's appeal for lower interest rates. The index rose 5.88 to 532.96.

BOMBAY rose on relief that Wednesday's budget was less harsh than feared. The BSE index soared 69.67 or 4.69 per cent to 1,565.43, after peaking at 1,561.06.

KUALA LUMPUR saw palm oil stocks rise further on the back of firmer commodity prices. Consolidated Plantations added 2 cents at M\$24.20. The composite index slipped 1.31 to 599.97 in turnover of 150m pesos, after 108.2m.

MANILA fell on short-selling and liquidation of margin accounts ahead of the day's settlement. The composite index lost 14.69 to 988.91 in turnover of 150m pesos, after 108.2m.

SEOUL's composite index closed at 684.21, down 1.78, in record turnover of Won621.6m, after Won10.8m, on talk of a two-day loss of DM22.

RWE and Veba fell DM3.50 to DM371, and DM3.80 to DM337.70. Bonnville Pacific of the US is to build a power plant for the east German city of Frankfurt an der Oder, and is to be completed in 1993.

FRANKFURT saw the DAX index fall another 6.31 to 1,615.38 after a 4.13 drop to 1,673.46 in the FAZ at mid-session. German stock exchange turnover stayed flat, and low at DM3.6m.

Retailers, utilities and construction stocks fell, the first of these as James Capel said that there were strong indications that the consumer boom is already past its peak. Kaufhof dropped DM10.50 to DM450 following news late on Wednesday that the group had bought a 4.5 per cent stake in Société Auxiliaire d'Entreprises.

FRANKFURT saw the DAX index fall another 6.31 to 1,615.38 after a 4.13 drop to 1,673.46 in the FAZ at mid-session. German stock exchange turnover stayed flat, and low at DM3.6m.

JOHANNESBURG slid on falling gold prices and the slush fund scandal. But a weaker financial rand limited the losses. The all-gold index fell 35 to 1,284 and the industrial index lost 32 to 3,299. The all-share index slid 81 to 3,380.

SOUTH AFRICA

JOHANNESBURG slid on falling gold prices and the slush fund scandal. But a weaker financial rand limited the losses. The all-gold index fell 35 to 1,284 and the industrial index lost 32 to 3,299. The all-share index slid 81 to 3,380.

JOHANNESBURG slid on falling gold prices and the slush fund scandal. But a weaker financial rand limited the losses. The all-gold index fell 35 to 1,284 and the industrial index lost 32 to 3,299. The all-share index slid 81 to 3,380.

JOHANNESBURG slid on falling gold prices and the slush fund scandal. But a weaker financial rand limited the losses. The all-gold index fell 35 to 1,284 and the industrial index lost 32 to 3,299. The all-share index slid 81 to 3,380.

JOHANNESBURG slid on falling gold prices and the slush fund scandal. But a weaker financial rand limited the losses. The all-gold index fell 35 to 1,284 and the industrial index lost 32 to 3,299. The all-share index slid 81 to 3,380.

JOHANNESBURG slid on falling gold prices and the slush fund scandal. But a weaker financial rand limited the losses. The all-gold index fell 35 to 1,284 and the industrial index lost 32 to 3,299. The all-share index slid 81 to 3,380.

JOHANNESBURG slid on falling gold prices and the slush fund scandal. But a weaker financial rand limited the losses. The all-gold index fell 35 to 1,284 and the industrial index lost 32 to 3,299. The all-share index slid 81 to 3,380.

JOHANNESBURG slid on falling gold prices and the slush fund scandal. But a weaker financial rand limited the losses. The all-gold index fell 35 to 1,284 and the industrial index lost 32 to 3,299. The all-share index slid 81 to 3,380.

JOHANNESBURG slid on falling gold prices and the slush fund scandal. But a weaker financial rand limited the losses. The all-gold index fell 35 to 1,284 and the industrial index lost 32 to 3,299. The all-share index slid 81 to 3,380.

JOHANNESBURG slid on falling gold prices and the slush fund scandal. But a weaker financial rand limited the losses. The all-gold index fell 35 to 1,284 and the industrial index lost 32 to 3,299. The all-share index slid 81 to 3,380.

JOHANNESBURG slid on falling gold prices and the slush fund scandal. But a weaker financial rand limited the losses. The all-gold index fell 35 to 1,284 and the industrial index lost 32 to 3,299. The all-share index slid 81 to 3,380.

JOHANNESBURG slid on falling gold prices and the slush fund scandal. But a weaker financial rand limited the losses. The all-gold index fell 35 to 1,284 and the industrial index lost 32 to 3,299. The all-share index slid 81 to 3,380.

JOHANNESBURG slid on falling gold prices and the slush fund scandal. But a weaker financial rand limited the losses. The all-gold index fell 35 to 1,284 and the industrial index lost 32 to 3,299. The all-share index slid 81 to 3,380.

JOHANNESBURG slid on falling gold prices and the slush fund scandal. But a weaker financial rand limited the losses. The all-gold index fell 35 to 1,284 and the industrial index lost 32 to 3,299. The all-share index slid 81 to 3,380.

JOHANNESBURG slid on falling gold prices and the slush fund scandal. But a weaker financial rand limited the losses. The all-gold index fell 35 to 1,284 and the industrial index lost 32 to 3,299. The all-share index slid 81 to 3,380.

JOHANNESBURG slid on falling gold prices and the slush fund scandal. But a weaker financial rand limited the losses. The all-gold index fell 35 to 1,284 and the industrial index lost 32 to 3,299. The all-share index slid 81 to 3,380.

JOHANNESBURG slid on falling gold prices and the slush fund scandal. But a weaker financial rand limited the losses. The all-gold index fell 35 to 1,284 and the industrial index lost 32 to 3,299. The all-share index slid 81 to 3,380.

JOHANNESBURG slid on falling gold prices and the slush fund scandal. But a weaker financial rand limited the losses. The all-gold index fell 35 to 1,284 and the industrial index lost 32 to 3,299. The all-share index slid 81 to 3,380.

JOHANNESBURG slid on falling gold prices and the slush fund scandal. But a weaker financial rand limited the losses. The all-gold index fell 35 to 1,284 and the industrial index lost 32 to 3,299. The all-share index slid 81 to 3,380.

JOHANNESBURG slid on falling gold prices and the slush fund scandal. But a weaker financial rand limited the losses. The all-gold index fell 35 to 1,284 and the industrial index lost 32 to 3,299. The all-share index slid 81 to 3,380.

JOHANNESBURG slid on falling gold prices and the slush fund scandal. But a weaker financial rand limited the losses. The all-gold index fell 35 to 1,284 and the industrial index lost 32 to 3,299. The all-share index slid 81 to 3,380.

JOHANNESBURG slid on falling gold prices and the slush fund scandal. But a weaker financial rand limited the losses. The all-gold index fell 35 to 1,284 and the industrial index lost 32 to 3,299. The all-share index slid 81 to 3,380.

JOHANNESBURG slid on falling gold prices and the slush fund scandal. But a weaker financial rand limited the losses. The all-gold index fell 35 to 1,284 and the industrial index lost 32 to 3,299. The all-share index slid 81 to 3,380.

JOHANNESBURG slid on falling gold prices and the slush fund scandal. But a weaker financial rand limited the losses. The all-gold index fell 35 to 1,284 and the industrial index lost 32 to 3,299. The all-share index slid 81 to 3,380.

JOHANNESBURG slid on falling gold prices and the slush fund scandal. But a weaker financial rand limited the losses. The all-gold index fell 35 to 1,284 and the industrial index lost 32 to 3,299. The all-share index slid 81 to 3,380.

JOHANNESBURG slid on falling gold prices and the slush fund scandal. But a weaker financial rand limited the losses. The all-gold index fell 35 to 1,284 and the industrial index lost 32 to 3,299. The all-share index slid 81 to 3,380.

JOHANNESBURG slid on falling gold prices and the slush fund scandal. But a weaker financial rand limited the losses. The all-gold index fell 35 to 1,284 and the industrial index lost 32 to 3,299. The all-share index slid 81 to 3,380.

JOHANNESBURG slid on falling gold prices and the slush fund scandal. But

RECRUITMENT

JOBS: The organisational complexities that stop new executive brooms from sweeping clean

Where unfamiliarity breeds contempt

"WHAT d'you say to that then Jerry?", snorted a stanch Tory neighbour yesterday morning, brandishing a rose-coloured pamphlet in the Jobs column's face. I needed no further explanation of his meaning.

AMC, recently appointed to the new Conservative Government's charter committee, has written a pamphlet to the public on the subject of Citizens' Charters. And under it I'd reported my doubts about such charters' ability to improve the services of bureaucracies, whether public or private, by quoting the Old Testament prophet Jeremiah's wicker about leopards changing their spots and so forth.

Well, the first thing I have to say to the challenge is that there is some justice in my neighbour's jubilation. Although the UK Conservative Government's charter published on Monday is primarily an electioneering exercise, it is more extensive and focused in its proposals than most sceptics let alone cynics had expected.

The second thing that must be admitted is that I've been wrong before. For instance, in 1988 I wrote of the accountancy profession as Britain's premier mode of training for senior management, comparing accountants to Volkswagen Beetles – useful things in their day, but obsolescent. They'd soon be

replaced at the tops of companies, I added, by MBAs.

Anyone who has perpetrated a defences of this kind has no illusions of being infallible. What's more, on this occasion, I'd be happy to be proved up the pole.

Even so, it occurs to me doubtful

that the said charter's proposals will go very far towards reversing the customer-neglecting behaviour of public services and associated utility concerns. For the headless bureaucracy they exemplify is not only a problem all over the world, but one that plagues since ages past have learned to live with rather than expect it to be solved.

True, different nations have different ways of addressing it. In Europe, for example, the Italians seem most adept at the bypassing technique, their word "Arrangiarsi" covering countless ways of dodging round blocks. By contrast, the French appear best at making bureaucracy work, though perhaps only because the bureaucrats know that any excesses on their part are apt to lead to such things as impassable roads and burning vehicles, if not roasted lamb.

Since we Brits have typically responded just by grumbling, the charter at least improves on that by offering us hopes. But my own are tempered by the belief I expressed three weeks back that measures imposed top-down on bureaucracies won't be enough to guarantee much useful change.

Even market forces, confined by privatisation, can no longer be seen as so potentially powerful as they were cracked up to be not long ago. Certain events, not unconnected with the initials BCCI among other things, suggest the Scythian philosopher Anacharsis had a point 2,600 years ago when he defined markets as places "where men may deceive and over-reach each other."

Past experience also suggests that the rest of the charter's proposals – including regulatory bodies, compensation payments and the naming of names – will resemble the curate's egg.

The obligation on staff dealing

with the public to identify themselves, for instance, will doubtless do some good. In numerous cases, however, the result will be to face

the would-be consumer with bureaucrats holding the same defensive attitudes venerated with public relations skill. For blarney is all such staff have to offer unless they're given power to effect change higher up the organisation, which it seems unlikely their superiors will usually concede.

Even so, it occurs to me doubtful

that the said charter's proposals

will go very far towards reversing the customer-neglecting behaviour of public services and associated utility concerns. For the headless

bureaucracy they exemplify is not only a problem all over the world, but one that plagues since ages past have learned to live with rather than expect it to be solved.

True, different nations have

different ways of addressing it. In

Europe, for example, the Italians

seem most adept at the bypassing

technique, their word "Arrangiarsi"

covering countless ways of dodging

round blocks. By contrast, the

French appear best at making

bureaucracies work, though perhaps

only because the bureaucrats know

that any excesses on their part are

apt to lead to such things as impossibly roads and burning

vehicles, if not roasted lamb.

Even market forces, confined by

privatisation, can no longer be

seen as so potentially powerful as

they were cracked up to be not

long ago. Certain events, not un-

connected with the initials BCCI

among other things, suggest the

Scythian philosopher Anacharsis

had a point 2,600 years ago when

he defined markets as places "where

men may deceive and over-reach

each other."

Past experience also suggests

that the rest of the charter's

proposals will go very far towards

reversing the customer-neglecting

behaviour of public services and

associated utility concerns. For the

headless bureaucracy they exemplify

is not only a problem all over the

world, but one that plagues since

ages past have learned to live with

rather than expect it to be solved.

True, different nations have

different ways of addressing it. In

Europe, for example, the Italians

seem most adept at the bypassing

technique, their word "Arrangiarsi"

covering countless ways of dodging

round blocks. By contrast, the

French appear best at making

bureaucracies work, though perhaps

only because the bureaucrats know

that any excesses on their part are

apt to lead to such things as impossibly roads and burning

vehicles, if not roasted lamb.

Even market forces, confined by

privatisation, can no longer be

seen as so potentially powerful as

they were cracked up to be not

long ago. Certain events, not un-

connected with the initials BCCI

among other things, suggest the

Scythian philosopher Anacharsis

had a point 2,600 years ago when

he defined markets as places "where

men may deceive and over-reach

each other."

Past experience also suggests

that the rest of the charter's

proposals will go very far towards

reversing the customer-neglecting

behaviour of public services and

associated utility concerns. For the

headless bureaucracy they exemplify

is not only a problem all over the

world, but one that plagues since

ages past have learned to live with

rather than expect it to be solved.

True, different nations have

different ways of addressing it. In

Europe, for example, the Italians

seem most adept at the bypassing

technique, their word "Arrangiarsi"

covering countless ways of dodging

round blocks. By contrast, the

French appear best at making

bureaucracies work, though perhaps

only because the bureaucrats know

that any excesses on their part are

apt to lead to such things as impossibly roads and burning

vehicles, if not roasted lamb.

Even market forces, confined by

privatisation, can no longer be

seen as so potentially powerful as

they were cracked up to be not

long ago. Certain events, not un-

connected with the initials BCCI

among other things, suggest the

Scythian philosopher Anacharsis

had a point 2,600 years ago when

he defined markets as places "where

men may deceive and over-reach

each other."

Past experience also suggests

that the rest of the charter's

proposals will go very far towards

reversing the customer-neglecting

behaviour of public services and

associated utility concerns. For the

headless bureaucracy they exemplify

is not only a problem all over the

world, but one that plagues since

ages past have learned to live with

rather than expect it to be solved.

True, different nations have

different ways of addressing it. In

Europe, for example, the Italians

seem most adept at the bypassing

technique, their word "Arrangiarsi"

covering countless ways of dodging

round blocks. By contrast, the

French appear best at making

bureaucracies work, though perhaps

only because the bureaucrats know

that any excesses on their part are

apt to lead to such things as impossibly roads and burning

vehicles, if not roasted lamb.

Even market forces, confined by

privatisation, can no longer be

seen as so potentially powerful as

they were cracked up to be not

long ago. Certain events, not un-

connected with the initials BCCI

among other things, suggest the

Scythian philosopher Anacharsis

had a point 2,600 years ago when

he defined markets as places "where

men may deceive and over-reach

each other."

Past experience also suggests

that the rest of the charter's

proposals will go very far towards

reversing the customer-neglecting

behaviour of public services and

associated utility concerns. For the

headless bureaucracy they exemplify

is not only a problem all over the

world, but one that plagues since

ages past have learned to live with

rather than expect it to be solved.

True, different nations have

different ways of addressing it. In

Europe, for example, the Italians

seem most adept at the bypassing

technique

Account Manager to £40,000

An opportunity for a well-qualified banker within an established UK commercial bank operation. Responsibilities require experience of the mid- corporate UK market and a combination of credit assessment, relationship management and business development expertise.

Marketing Manager - France £45,000

A major International Bank active in all areas of corporate and commercial business require a well-qualified marketing professional aged 30 plus. The role requires strong credit skills in addition to a thorough knowledge of the French market.

Credit Officer to £35,000

Subsidiary operation of a well known and respected International Bank is seeking a graduate aged early 30s with experience of capital markets/international banking and understanding of derivative product concepts. Also require expertise in research and financial analysis.

Credit Control Officer to £30,000

A new position at a leading European Bank with a significant UK operation. Duties require German language skills and a background of circa 5 years specific credit analysis/administration/documentation responsibilities gained within international banking.

Credit Officer - Italy to £25,000

A well established International Bank marketing to European clients from London currently seeks an assistant to a Marketing Manager. The duties involve credit and administration responsibilities and require a good education, PC skills and fluency in Italian.

For further details, please contact Frank Hoy either by telephone or in writing.

GORDON BROWN & ASSOCIATES LTD RECRUITMENT CONSULTANTS

5th FLOOR, 2 LONDON WALL BUILDINGS, LONDON EC2M 5PP. TEL: 071-628 7601 FAX: 071-638 2738



Gordon Brown

**DIRECTOR
INSURANCE AND
RISK MANAGEMENT**

Bracknell, Berkshire

circa £40,000 + bonus + car



AVIS EUROPE

Avis features Vauxhall cars

We try harder.

**Qualified Accountants
Corporate Finance**

Planned expansion of our Corporate Finance Division creates opportunities for Qualified Accountants to join us at Executive level.

The Division provides a full range of corporate finance services to clients throughout the UK and Continental Europe.

Applicants must be able to show a successful record of achievement to date, a 2.1 degree or better, first time passes in professional examinations, some varied experience in their professional firm beyond auditing and evidence of effective client contact.



HAMBROS BANK LIMITED

MERCHANT BANK

DIRECTOR OF PERSONNEL SERVICES

Leading and old-established Merchant Bank has decided to appoint a Director of Personnel Services. This is a senior appointment and the person concerned would deal/direct with the Chief Executive, Managing Directors and Directors. He or she must have an outstanding personality and inter-personal skills and have experience of working in a business of less than 2000 people. Preferably a graduate, as well as a personnel professional, the individual concerned must have a hands on approach coupled with an ability to respond rapidly and imaginatively to the needs of the bank and of the people who work in it. Excellent remuneration package.

Written applications with CV, from outstanding candidates only.

Write to Box A1580, Financial Times, One Southwark Bridge, London SE1 9HL

Currency Options Dealer to £45,000

A well regarded European Bank currently seeks to recruit a Currency Options Trader. The appointee, aged 26-32, will be able to demonstrate at least 18 months experience successfully trading currency options, together with a stable career record to date.

Spot EMS Dealer to £45,000

A major International Bank currently seeks to strengthen its EMS trading function by recruitment of an additional trader. Applications are invited from dealers aged 26-33 who possess at least 18 months experience trading in the EMS market.

Spot Deutschemark Dealer to £30,000

A first class European Bank currently seeks to recruit a Spot dealer. The appointment will be at a senior level and consequently at least 2 years experience trading Spot Deutschemark in a dealing career spanning a minimum of 4 years is prerequisite.

Corporate Dealer to £45,000

Due to expansion this respected European Bank seeks an additional corporate dealer to complement their existing desk. The ideal candidate aged 26-32 will possess a thorough knowledge of Foreign Exchange and Treasury. Language skills would be an asset.

Spot Dealer to £35,000

A European Bank with an established City presence currently seeks to recruit an additional Spot Trader. Potential candidates should offer at least 18 months experience gained at an active name together with a stable career record.

For further details, please contact Steve Cartwright either by telephone or in writing.

GORDON BROWN & ASSOCIATES LTD RECRUITMENT CONSULTANTS

5th FLOOR, 2 LONDON WALL BUILDINGS, LONDON EC2M 5PP. TEL: 071-628 7601 FAX: 071-638 2738

**ROYAL LONDON
ASSET MANAGEMENT**

**European
Fund Management
Opportunity**

The Royal London, with assets under management of approximately £3 billion, has an opportunity for a motivated individual to manage its growing European investment portfolio.

The successful applicant will be responsible for all aspects of strategy within Europe and will make a meaningful contribution to global asset allocation decisions.

Applicants should have at least an upper second class degree and a minimum of two years' experience of European equities. A keen interest in international affairs and good inter-personal skills are essential.

If you are interested, please write enclosing CV to:

M J Yardley FIA Investment Manager
The Royal London
Mercury House Triton Court
14 Finsbury Square London EC2A 1DP



A member of the Royal London Group

**European
Fund Manager**

Foreign & Colonial enjoys an excellent reputation as one of the oldest investment management houses in the UK with a sound long-term performance record.

As a result of the increase in funds under management and a desire to expand its coverage, the European desk wishes to recruit an additional member to join the team. Applicants will be in their mid twenties, will have a financial background (maybe ACA, MBA or AMSIA), as well as a natural cultural affinity with the Continent. Fluency in one, if not two, other European languages is required. An ability to generate ideas and to communicate intelligently both orally and in writing is paramount.

The remuneration and benefits package proposed are commensurate with the quality of the individual being sought.

In the first instance, please send a curriculum vitae in confidence to: C.J.B. Faherty, Administration Director, Foreign & Colonial Management Limited, Exchange House, Primrose Street, London EC2A 2NY.

Foreign Colonial

**SENIOR TRANSACTION
(Asset based finance)**

Our client is the division of an established global merchant banking operation specialising in the application of complex financing techniques to capital equipment and projects, valued at £10m+. Their London based team is of the highest calibre and has been responsible for some of the most innovative asset finance transactions recently completed in the U.K.

Reporting directly to Board level, the appointee will structure and close big ticket leasing transactions, both domestic and cross border. Consequently, candidates aged 30 to 40, must clearly demonstrate the current application of such expertise within the £10m+ sector of the market, particularly the technical creativity to formulate complex financial structures. The position attracts a highly competitive remuneration package including a substantial performance related bonus.

Please contact Peter Haynes or Keith Snow.

All applications will be treated in strict confidence.

No information will be disclosed without applicant's prior consent.

Jonathan Wren & Co. Ltd, Financial Recruitment Consultants
No. 1 New Street, London EC2M 4TP
Tel No. 071-623 1266 Fax No. 071-626 5258

JONATHAN WREN LEASING

BOND ANALYSTS

Credit Lyonnais is one of the world's leading banks and its Capital Markets Group has created a significant presence in the principal financial markets of the world.

To support continued expansion we now wish to appoint a bond analyst at a senior level.

Your role will be to research mainly the North American bond markets, in close co-operation with the Economics Unit. You will be expected to produce high quality research documents and to liaise with in-house traders and the sales team. Your research will cover Government, Domestic and Eurobond markets, as well as derivative products.

Ideally, you will have a post graduate degree in Mathematics, Economics or a related discipline and at least three years' experience of bond analysis. Spoken French will be an advantage, but is not essential.

This appointment, working for Credit Lyonnais Euro-Securities, will be based in London. The remuneration package will be a high profile position.

Please write with full c.v. to Janice Rowsell, Personnel Manager, Credit Lyonnais Capital Markets plc, Broadwalk House, 5 Appold Street, London EC2A 2DA.



CREDIT LYONNAIS CAPITAL MARKETS PLC

FINANCIAL ANALYST

A prestigious investment bank, actively trading worldwide, is looking for an experienced Financial Analyst for their Real Estate Department.

Applicants should be educated to degree level, preferably with a business administration/economics bias, and should already have a thorough understanding of investment banking products acquired through their current employment and during internships in their university vacations. A high energy level, the ability to cope with the pressures of several assignments at one time, and proven analytical and interpersonal skills are essential prerequisites.

The successful applicant will work in support of our Real Estate team with primary responsibility for Scandinavian. The position will require an ability to formulate finance structures acceptable to the Swedish business community and to identify acquisition targets suitable to the strategy and business philosophy of a Scandinavian company. It is likely that the successful

candidate will have obtained some experience through dealing with an existing client base. Applicants must be fluent in Scandinavian languages and English, with a good working knowledge of at least one other European language. Applicants must also possess an in-depth understanding of the Scandinavian banking and business philosophy; a sound knowledge of Scandinavian accounting and finance and a familiarity with the relevant newspapers/magazines and other primary sources of information.

The position offers excellent career prospects to the right applicant, generous compensation and comprehensive benefits package.

Applicants possessing the above qualifications and skills should write in confidence to: T.L. Roberts, Director, Ref 392, Associates in Advertising, 5 St. John's Lane, London EC1M 4BH. Please state in your covering letter any company to which your application may not be sent.

Associates in Advertising

FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER

décrive vous faire partie d'un accord publicitaire avec
LES ECHOS
le quotidien de l'économie le plus important en France. Une amorce dans la rubrique "Offre d'emploi
Internationale".
FINANCIAL TIMES et LES ECHOS augmenteront de façon substantielle l'impact de votre message sur les cadres dirigeants en Europe. Chaque semaine les amores parviennent dans les Echos le mardi et dans le Financial Times le mercredi (le vendredi dans l'édition internationale du Financial Times).

Pour de plus amples renseignements, veuillez contacter:

STEPHANIE SPRATT 071 873 4027

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

CREDIT SUISSE FINANCIAL PRODUCTS

Opportunities in Derivatives

W1

Credit Suisse Financial Products, a UK Bank rated AAA/Aaa, has established itself as an innovative global leader in the derivative products industry since its formation a year ago. Serving a prestigious client base the Bank provides a broad range of risk management tools. Its impressive results reflect the high calibre of staff and their commitment to success.

Expansion of its product range and market share, has led to the requirement for additional resources in the high profile Financial Control Department, in both accounting and trader support roles:

Pre-requisites for all members of the team are diligence, commitment and a high level of numeracy. Highly competitive salary and benefits will be commensurate with experience.

Interested applicants should write with full CV to Fiona Jobson at the address below.

ROBERT WALTERS ASSOCIATES
RECRUITMENT CONSULTANTS
Queens House, 1 Leicester Place, London WC2H 7BP
Tel: 071 437 0464 Fax: 071 437 0507

ASSISTANT GROUP TREASURER

London

up to £245,000 + benefits

Our client is a leading UK based financial services institution with a broad mix of interests in this country and overseas. It is expanding on firm foundations.

This is a new position reporting to the Group Treasury Director, and the successful candidate will be accountable for treasury strategic planning, long-term funding practice, the profitable management of a multi-currency cash book of some size, cash flow management and statistics in co-operation with the finance department and the planning and implementation of improved treasury data processing.

A corporate treasury background is most desirable and qualifications are expected to be ACA and ACT with a preferred age range of 30 to 35. Candidates should be both willing and able to manage a job with steadily increasing scope in an expanding environment. Salary is up to £245,000 plus car and other benefits, and a performance-related bonus scheme is to be discussed. Please forward a full CV in complete confidence to Terry Fuller, Director, quoting reference 228.

KIDSONS • IMPEY

Take Your Challenge Senior Financial Position SAUDI ARABIA

We are a leading industrial group with several manufacturing facilities in Saudi Arabia. Due to a corporate restructuring program to meet future company growth we are looking for an experienced, ambitious and internationally oriented

Director - Finance & Administration

As a member of the Group Executive staff and several corporate committees you will - in close cooperation with the President/CEO - develop and implement a group controlling strategy. In a wide range of responsibilities you will update and ensure proper use of systems throughout the group with regard to finance, financial and management reporting, cost control, budgeting, personnel, tax, information systems and administration. A high level of communication skills is required since there will be a lot of contact with the group-management, department managers, external and internal audit and government authorities.

As a Director, you already acquired at least 7 years experience in a senior financial function preferably in a manufacturing environment with a multinational company. Thorough understanding of generally accepted accounting principles (GAAP) is mandatory, knowledge of the local requirements is asset. You should be a holder of M.B.A. (Finance) and a C.P.A. degree. The position requires very good written and spoken English and a sound knowledge of the Arabic language.

We offer you a top position in an international company with a sophisticated management philosophy. Our salary package is very attractive including housing, car allowance and other benefits. If you like to enlarge your experience and to work in a fascinating country, please send your CV to Gerhard Staeber of our consulting company, who will handle your application with strictest confidence.

PMM Management Consultants GmbH
Grosse Galusstrasse 10-14, D-6000 Frankfurt/Main 1. Phone 01049/69/29 98 080

A screen based financial information service company to currency and fixed income dealing operations worldwide is seeking a

EUROPEAN MARKET ANALYST

to join our London based team. He or she will ideally have:

- A degree in Economics
- Moderate experience in coverage of the European markets preferably with a city institution
- A high degree of market sensitivity as the service is continuously updated on-line, a quick reaction time, on-the-spot analytical ability, and effective communication skills.

The right candidate will have an opportunity to rapidly develop responsibility in a team of analysts who have an excellent reputation in the market place. In the first instance please forward your C.V. to:

Nicola Carthy
Jamaica Wharf
2 Shad Thames, Suite 3
London SE1 2YU

Telephone: 071 378 0675 Fax: 071 357 7845

OTC PRODUCTS

GN1, one of Europe's leading international futures and options brokers, seeks the following personnel for a start up venture in a new Energy related OTC product market, unrelated to existing oil based derivative instruments.

Desk Manager With proven leadership, business development and broking skills, managing all day-to-day aspects of a small team reporting to a director.

Broker With proven negotiating broker skills, forming an integral part of a small broking team.

The new venture will be supported by GN1 Limited's excellent research, accounting and back office facilities. Interested candidates should send their CV's to:

Member of
The Securities
and
Futures Authority



REdundant Executives OR Agency VACANCIES

Opposite page 10, this issue of Financial

Investigation. Ring Peter Storer 071 780 2222.

Full details in free brochure -

• • • CAREER ANALYSTS

• • • CAREER MANAGER

• • • CAREER FINANCIAL

• • • CAREER PROFESSIONAL

• • • CAREER FINANCIAL

HILL INTERNATIONAL

A leading international company in the consumer product field is looking for an

Accounting/Budget Manager Bucharest, Romania

The successful candidate, who will report to the Finance Manager of a new joint venture, will be responsible for all aspects of the accounting and budget functions, including:

- Monthly/annual profit & loss statements and balance sheets
- Preparation of annual operating and capital budgets
- Variance analysis
- Rolling performance projections
- Project analysis (IRR, ROI, etc.)

Candidates must have internationally recognized professional qualifications and preferably experience gained in similar positions. Familiarity with standard PC applications and fluency in English is required. Good knowledge of the Romanian language is essential.

The ideal candidate should have the ability to motivate and develop associates. An attractive salary and benefits package will be offered.

For further information please call or write to our consultant: HILL INTERNATIONAL, Mrs Claudia Daubner in our Vienna Head Office, Fasangasse 20, 1030 Vienna, Austria, Tel: (0043) 1 798 35 66 Ext. 23 Fax: (0043) 1 798 35 66 Ext. 30.

FRANCE BELGIUM HOLLAND
GERMANY SWITZERLAND

SWEDEN FINLAND POLAND USSR
YUGOSLAVIA

c. £55,000 + Internationally Branded Apparel and Footwear London

European Finance Controller

Talented young Finance Professional with true European credentials sought to join small European HQ of a \$200m brand US company. Challenging remit to coordinate and control current activities of established network of companies in Europe and play a key role in planning and implementing the growth strategy for the 1990s. Frequent international travel and excellent career prospects within this fast growing company.

THE ROLE

- Top finance post in Europe with responsibility for the development and implementation of Europe-wide financial management and control disciplines.
- Ensure timely consolidation and reporting to US Parent, working closely with US based International FD.
- Broad remit with a real input to overall management of the business including distribution, warehousing and stock control issues.

London 071-973 0889

Manchester 061-941 3818

Selector Europe

A Spencer Stuart Company

Please reply, enclosing full details to:
Selector Europe, Ref F5770711,
16 Connaught Place,
London, W2 2ED
071-973 0889

To £45,000 +
benefits

Precision Engineering

East Midlands

Finance Director

Well established diversified £100 million t/o plc with substantial export business and US operations seeks a Financial Director for its major UK subsidiary with turnover approaching £35 million. Outstanding opportunity to improve profitability and performance by utilising recently installed computer systems to provide quality management information. Excellent career prospects internationally.

THE ROLE

- Providing accurate, timely management information to improve control, decision-making and working capital management.
- Upgrading accounting systems and developing the central accounting team. Integrating the accounting and MRP II systems.
- Improving communication with senior operating management. A key Board member determining future strategy.

London 071-973 0889

Manchester 061-941 3818

Selector Europe

A Spencer Stuart Company

Please reply, enclosing full details to:
Selector Europe, Ref F2767711,
16 Connaught Place,
London, W2 2ED
071-973 0889

DIVISIONAL FINANCE DIRECTOR

UK & EUROPE
WEST SURREY

To £45,000 + Car + Share Options

Our client, a profitable, fully quoted expanding manufacturing business with international interests, is committed to grow both organically and by prudent acquisitions.

In order to meet the challenges of the 1990s, a Divisional Finance Director is required to assist the Divisional Chief Executive in controlling the activities of a £60m T/O Manufacturing/Distribution Division in the UK and Europe. You will participate in the planning of the future growth of the business and will play a key role in improving operational efficiency and the quality of management information and systems. To be considered for this position you will:

- Be aged 35-45
- Be a Computer Literate Qualified Accountant with substantial manufacturing experience in an operating company
- Be prepared to take a proactive role as well as being "Hands On" when necessary
- Be flexible in approach, positive in attitude and be prepared to travel up to 50% of the time.
- Have strong communication skills and be a team player
- Ideally have a knowledge of French/German.

If you wish to be considered for this excellent career opportunity please apply in confidence to Daryl Green at the address below or telephone him on 071-629 3555.

BRIAN INGRAM ASSOCIATES 70/71 New Bond Street, London W1Y 9DE

c. £60,000
+ banking benefits

City

Group Chief Accountant

Accomplished accountant required to join Head Office team of this major banking and insurance group. Strong functional skills and commercial awareness sought to make full contribution to Group financial management.

THE ROLE

- Reporting to the Deputy Finance Director and responsible for the consolidation and reporting of Group accounts.
- Leading Group level financial accounting. Strengthening relationships with divisional and subsidiary finance departments. Harmonising and rationalising accounting information flows.
- Handling substantial groupwide ad hoc projects. Liaison with auditors, actuaries and the Bank of England.

London 071-973 0889
Manchester 061-941 3818

Selector Europe

A Spencer Stuart Company

Please reply, enclosing full details to:
Selector Europe, Ref F5750711,
16 Connaught Place,
London, W2 2ED
071-973 0889

DIRECTOR OF FINANCE

Hampshire

c. £50,000 + Finance Sector Benefits

Our client, The Agricultural Mortgage Corporation Plc, is a leading provider of long term development capital to the farming and horticultural industries in England and Wales. Envisaged alterations to the organisation's mandate will bring wide ranging changes to the scope of its business and lead to substantial growth. As a result a Director of Finance is sought who will play a major role in its future.

This position reports to the Managing Director and carries responsibility for a team of nine. Key challenges include: the production and presentation of all financial reports at board level; development and implementation of a new IT initiative for the 1990s; strategic and operational planning; and the provision of sound financial management during a period of rapid change.

The successful candidate will be a qualified accountant who can demonstrate a first class track record of financial management within industry or

THE QUALIFICATIONS

- Graduate, probably mid to late 30s, technically excellent ACA with pragmatic, creative approach. Fast-track career profile and mastery of all disciplines of plc reporting.
- Thorough exposure to complex consolidation in professional or commercial environment. Proven financial experience with a progressive commercial organisation. Financial service experience desirable.
- Demonstrable team leader with strong communication skills and high energy levels. Appetite for a demanding and varied role. Ambitions to progress within the TSB Group.

Please reply, enclosing full details to:
Selector Europe, Ref F5750711,
16 Connaught Place,
London, W2 2ED
071-973 0889

Touche Ross

MANAGEMENT
CONSULTANTS

Tax Accountant

newly created role with a major PLC

West Midlands

c. £25,000 + Benefits

Our client, a major plc, is already established as one of the most successful in its sector.

The alignment of corporate management needs has led to this new appointment, which is crucial to supplementing the skill and talent of a small, dedicated team of experts.

Reporting to the Taxation Manager, you will prepare and manage the submission of corporation tax computations, supervise compliance work and be involved in a range of other projects.

The successful candidate is likely to be a qualified accountant, with a minimum of two years' relevant tax experience, either through a

professional practice or from within a quoted company, and will be looking for the challenge of having a direct influence on the company's future. Exploring and developing ideas will be as important to you as seeing things through to a satisfactory conclusion.

Salary as indicated, together with a full range of benefits will include relocation assistance, if appropriate.

Interested? Please write with full career details quoting ref: MC499 to: Maxine Clare, MSL Advertising, Quadrant Court, 50 Calthorpe Road, Edgbaston, Birmingham B15 1TH. Please list on a separate sheet any companies to whom your details should not be sent.

MSL Advertising



Management/Systems Accountant

c £30,000 + Car + Bonus

The London International Financial Futures Exchange continues to expand and diversify after eight consecutive years of growth. In order to meet increasingly sophisticated and critical management information requirements, the new position of Management/Systems Accountant has been identified.

Operating within a small, highly pro-active team, the successful candidate must demonstrate hands-on systems skills, preferably with the Sun account general ledger package. Equally important are management accounting skills



Michael Page Finance

Specialists in financial recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

and experience of spreadsheet applications as the role will encompass management information development, business planning and management accounting.

A graduate qualified accountant aged 27-35, you will have an excellent track record in a commercial environment, probably in the Service sector.

Interested candidates should send their CV to Andrew Norton, Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH or alternatively fax their details on 071-831 2612.



Michael Page Finance

Specialists in financial recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

Financial Controller

Yorkshire

c £32,000 + Car

Our client is a £70 million division of a renowned US corporation engaged in the manufacture, marketing and distribution of fast-moving consumer products for worldwide markets.

Following promotion within the Group, our client seeks a Divisional Financial Controller who, reporting to the Divisional Chief Executive, will assume full responsibility for all the finance and related functions of the business. Further emphasis will be placed on strategic and commercial input, allied to the continued enhancement of strict financial control procedures.



Michael Page Finance

Specialists in financial recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

Candidates, ideally aged 28-35, should be qualified Accountants who can demonstrate a track record of success in their career to date. A strong personality allied with sound technical skills and the ability to communicate effectively across all disciplines are considered pre-requisites. Career prospects are limited only by individual ability.

Interested applicants should write, quoting Ref: L8555 and enclosing a CV to James J. Russell at Michael Page Finance, Leigh House, 28-32 St Paul's Street, Leeds LS1 2PX. Tel: (0532) 450212.

Financial Accountant

London

c £30,000 + Car + Benefits

* Liaison with traders, executive management and auditors
* Management and supervision of seven staff
The ideal candidate will be a qualified accountant, aged 27-33, with at least two years' post qualification experience of a commodities or financial services environment. The ability to understand the accounting implications of complex commodity transactions in foreign currencies is essential, as is a 'hands on' approach and a strong managerial presence.

Interested candidates should write, enclosing a comprehensive curriculum vitae, to Joe Thomas, Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH, or alternatively fax their details on 071-831 2612.



Michael Page Finance

Specialists in financial recruitment

Financial Planning Manager

City

c £48,000 pa + bonus, bank benefits and car

Our client is a major international banking group with worldwide operations and a particular presence in the Asia Pacific region. Due to a recent promotion there is a need to recruit another member into its financial planning team which operates at the highest level within the Group.

We are seeking exceptionally well qualified candidates capable of handling a broad ranging role, covering issues vital to the Group's development. Key tasks will include evaluation of projects and financial performance, budgeting and long-term forecasting, as well as strategic and M&A work. Candidates must have a sound understanding of technical accounting and tax issues. The ability to communicate financial issues effectively to senior management throughout the Group is of paramount importance.

The successful candidate is likely to have at least four to five years' post-qualification experience, and will probably be in the 30-35 year age group. Candidates should display high levels of commitment, the desire to contribute to the growth and future development of the Group, and be geographically mobile. Strong personal presence and credibility will be enhanced by a knowledge of the financial services environment, acquired either within or outside the profession.

Career prospects are exceptionally good, with the opportunity to follow previous incumbents into an operating unit, either in the UK or overseas, within a relatively short timescale. Please write in confidence, with full career and salary details as well as home and day telephone numbers, to Diana Westlake, quoting reference 8729/6.



Selection & Search

70 Fleet Street, London EC4Y 1EU

FINANCIAL PLANNING ACCOUNTANT

c £30K + FE Car & Benefits

■ Safeway plc, part of the Argyl Group, is a rapidly growing and highly successful leading food retailer. Group sales for the year ended March 1991 totalled £4.8bn with profit before tax of £291m. Over the last four years Safeway has more than trebled its sales and increased its profits fivefold.

The successful candidate will be a clear thinking, self-starter who possesses good inter-personal skills and the ability to communicate persuasively in a variety of situations. Aged under 35, you will be a graduate qualified Accountant with a proven track record in a fast moving, commercial environment.

Reporting to the Financial Planning Controller, you will be responsible for the preparation, review and co-ordination of short and long-term business plans and forecasts, the identification and analysis of business

trends and the development of mainframe and PC-based modelling facilities. This high profile role will equip you with a wide knowledge of the business and involve liaison at Senior Management level.

The attractive salary is backed by a range of company benefits that include BUPA cover, life assurance, pension

scheme and staff discounts after a qualifying period.

Please apply directly to Frances McCutcheon at Robert Half, Freepost, Princess Beatrice House, Victoria Street, Windsor, Berks SL4 1EH. Telephone: (0753) 857777, or evenings on (0344) 886662. Alternatively fax your details on (0753) 841676.



Financial Recruitment Specialists
London • Birmingham • Windsor • Manchester
Bristol • Leeds • Southampton • Wolverhampton
Brussels • USA • Canada

SAFEWAY

A management challenge of international proportions

Financial Controller

South East £40K Basic + Bonus + Benefits

Innovative applications and integrated solutions provide the impetus for our client's success on an international scale. Growth in profitability, however, has more to do with sound planning and an ability to adapt swiftly to changing market conditions.

The focus of your role will be to plan, evaluate and generally shape the financial functions of this Corporation's operations in the UK and parts of Europe, while contributing to business strategy and budgetary control alongside senior management.

Ten or more years of broad financial experience, ideally culminating in a senior financial role with a medium sized, US multinational, will have given you the professional qualifications to meet this challenge. What sets you apart from others with a similar background is a highly motivated, results oriented nature backed by the ability to

credibility to take control. In spite of your position, you still relish the hands-on approach and the regular international travel that goes with it.

These qualities will generate a highly competitive remuneration package, plus, of course, the opportunity to enjoy the long-term benefits of the growth you will be instrumental in helping our client achieve.

Please send a detailed CV to Consultant, David Woolf, at Juniper Woolf Nucleus Advertising Partnership, Gemini House, 180 Bermondsey Street, London SE1 3TQ, quoting reference C981.



SEARCH & SELECTION • RECRUITMENT ADVERTISING

Head Of Group Audit

North Of England,

c £37,000, Bonus, Car

As a top-flight manager with significant experience gained at senior level, your technical proficiency and business acumen will be maximised in this demanding role. Reporting to the Finance Director of this multi-million Group, and leading and developing a professional team, you will be providing advice and guidance to divisional and headquarters management. Specific responsibilities will be to establish operational audit strategies, develop and implement these programmes and play a key role in assessing overall business effectiveness. In addition it is envisaged that you will play a significant part in a major programme of acquisitions.

This challenging role calls for a qualified chartered accountant, probably aged around 40, who can demonstrate a successful track record gained in the internal audit department of a blue-chip manufacturing environment, ideally complemented with previous experience in management consultancy.

An effective communicator, highly motivated and results-oriented, you must be capable of making a positive impact in a complex environment.

The competitive remuneration package reflects the importance of this key position.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to: J.A. Thomas, Hoggett Bowers plc, 7 Lisbon Square, LEEDS, LS1 4LZ, 0532-448661, Fax: 0532-444401, quoting Ref: H27049/FT.

Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, EDINBURGH, LEEDS, LONDON, MANCHESTER, NEWCASTLE, WINDSOR and EUROPE

FINANCE MANAGER

To £35,000 + car + benefits

Our client is a leading subsidiary within a substantial British multi-national plc with a group turnover of several billion pounds. The subsidiary itself is the market leader in its wholesale and distribution business, with an annual turnover of around £400 million.

We seek a Finance Manager to take charge of a department of 8-10 staff responsible for the financial accounting, banking and cash flow reporting functions within this very high volume business. In due course, responsibilities should expand into other accounting areas, which will increase the managerial and systems content of the position. Reporting to the Financial Controller, this senior appointment offers excellent career prospects.

W.London/Middlesex

Candidates must be qualified accountants who have a thorough grasp of the technical aspects of financial accounting and an ability to design and implement practical control systems across a multi-site operation. The likely age range is 26-32. Ideally, you will have some post qualification experience in a high volume distribution, retailing or wholesaling business, preferably with some staff management responsibilities. However, candidates leaving the profession will also be considered.

To apply, please send your career and current salary details, together with a daytime telephone number, to Barry C. Skates at our Maldenhead office.

MKA EXECUTIVE SEARCH AND SELECTION LIMITED
MKA House 38 King Street
Maldenhead Berks SL6 1EF
Telephone: (0628) 75955
Fax: (0628) 770055

BELGIUM • FRANCE • GERMANY • ITALY • SPAIN • SWEDEN • SWITZERLAND • THE NETHERLANDS



Management Accountants for Consultancy

London based to £50K+Car

KPMG Management Consulting has opportunities for several management accountants to join its Financial Management Group to work in a range of industries on cost management, management information and analytical studies. The Group is a leader in these areas and has a consistent growth record and a substantial workload.

We are looking for graduate accountants with between four and seven years post qualification experience in industry who are currently holding Finance Director, Chief Accountant or Financial Controller posts, probably in self accounting divisions of blue-chip companies. We would be particularly interested in people from high technology sectors including pharmaceuticals, aerospace and electronics.

We need people with sound technical skills and man-management experience, gained in major companies with a reputation for effective management accounting and reporting. Of equal importance are highly developed inter-personal skills, enthusiasm and a sense of humour.

We enjoy being members of a very strong and successful group. If you would like to join us please write with your CV which should include academic achievement, professional qualifications and salary history to John Gerard, Recruitment Manager, KPMG Management Consulting, 8 Salisbury Square, London EC4Y 8BB. Please quote reference FMJ91FT.

KPMG Management Consulting

FINANCIAL CONTROLLER SALES DIVISION

Your chance to grow in an expanding life business

South Coast

c.£36,000 + car + bonus + banking benefits

Our client is a young, highly successful organisation, part of a well established financial services group and with an excellent record of profitable growth.

You will play a key role in supporting the Sales and Marketing management of this £90m business. Controlling a team of 8 you will be responsible for the full range of financial support and management information. This will include providing financial input to strategic decision making, budgeting and forecasting, MIS and working with the sales force on business plans.

You will be a qualified accountant, probably aged 28-35, with experience gained in a sales led company. Ideally - but not essential - this will be insurance industry based. You will be computer literate, familiar with sales

force incentive packages and commercially aware. Your personal skills will include good man management and communication ability, a team orientation and the desire and determination to be effective in a dynamic, growth driven environment.

Our client has a reputation for recognising ability quickly and encouraging employees to reach their maximum potential, offering outstanding opportunities for further career development.

Please reply in confidence, giving concise career, personal and salary details to Brendan Keelan, quoting Ref. L594.

Egor Executive Selection
58 St. James's Street
London SW1A 1LD (071-829 8070)

EGOR
EXECUTIVE
SELECTION

United Kingdom • Belgium • Denmark • France • Germany • Italy • Netherlands • Portugal • Spain • Sweden

FINANCE DIRECTOR

After the successful rights issue and the promotion of the current Finance Director to Chief Executive, an exceptional opportunity has arisen to lead the finance function of this substantial and exciting plc.

Our key requirements are:

- Strong accounting, reporting, retail and systems experience
- A proven record of success and achievement
- International experience (we have 250 shops in 9 countries generating retail sales of over £70m)
- A commercial outlook and ability to contribute to the general management of the Group

Send your CV to Nigel McGinley,
The Rack plc, Capital Interchange
Way, Brentford, Middlesex
TW8 0EX.

All correspondence will be treated
in the strictest confidence.

**Tie
Rack**

FINANCIAL CONTROLLER £30,000 + Benefits

This SE1 based importer and distributor of wines, beers and spirits has doubled its turnover to £35m in the last 18 months. A successful management buyout, they now seek to strengthen their small management team, to enable the group to embark upon the next stage of its ambitious growth plans.

The successful applicant will assume responsibility for the day to day running of the finance department, reporting to the group finance director. Candidates should have a minimum of two years experience at financial controller level, preferably in a control-orientated, multi-currency distribution company. A key priority is the enhancement of the group's information systems and experience in computer system development is therefore essential.

The company is ideally placed to take advantage of the many changes taking place in the drinks industry and view this vacancy as an excellent opportunity to become a key member of the management team at an exciting stage in the group's development.

Please send a C.V. and recent salary history to:
Morton Thornton, Torrington House,
47 Holywell Hill, St Albans, Herts AL1 1HD

FINANCIAL CONTROLLER £30,000 + CAR

CACI Limited, the Information and Marketing Consultancy, seeks a Financial Controller for its £10m UK Operations. The company is a subsidiary of the \$150m international high technology and professional services corporation CACI International Inc with corporate headquarters in Washington DC.

Based in West London, reporting to the Finance Director, the Controller will head up the team responsible for the day-to-day running of the finance function and will spearhead the upgrading of computer based accounting and consolidation systems to the integrated management information system PROPHECY based upon INGRES relational technology.

Candidates should be graduate Chartered Accountants aged around 30 with first hand experience of medium sized operations in a service industry and the implementation of computerized accounting systems.

Please write enclosing a detailed curriculum vitae with salary details to the Personnel Manager, CACI Ltd., CACI House, Kensington Village, Avonmore Road, London W14 8TS.

CACI
LIMITED

Group Taxation Manager c. £60k + benefits

We are a leading and long established International Finance and Commodity Trading House operating as traders, brokers and fund managers. We have extensive operations worldwide and are now looking to recruit a very senior member of staff to lead the taxation team from our London headquarters.

As Group Taxation Manager, you will be responsible for developing a coherent global strategy for the proactive management of our tax affairs. In particular it will be necessary to review the tax efficiency of the worldwide group legal structure, ensure compliance with regulations in all applicable jurisdictions and advise on the tax implications of all proposed acquisitions and disposals.

This is a key position within the management team. As such,

M
ED & F MAN LIMITED

The person we are seeking will possess a professional qualification with significant UK and international taxation experience gained at a senior level. Strong commercial awareness and the ability to communicate effectively at all levels are vital requirements.

The compensation package will reflect the importance of the position and includes a basic salary of around £60,000, a car, plus a performance based package which would make this position attractive to those at the top of the tax field.

If you wish to apply please send your C.V. plus covering letter to Michael Murray, Group Personnel Manager, ED & F Man Ltd, Sugar Quay, Lower Thames Street, London EC3R 6DU quoting reference GTM/FT.

Financial Controller

North London

to £33,000 + Car
Our client is a long established £20 million turnover company which provides contracting services to the construction sector.

Following its recent acquisition by a major multi-national group, there is a challenging opportunity for a new Financial Controller to implement new accounting systems, improve management information and develop group reporting requirements.

Reporting to the Managing Director, the Controller will have full responsibility for the finance function supervising a small department.

Candidates should be qualified accountants, probably aged 35-55, experienced in managing a

finance function preferably with parent company reporting and familiar with using PCs. Costing knowledge is essential and experience within the contracting sector would be ideal.

Key qualities are the ability to relate well to and influence senior management yet at the same time maintain a hands-on approach and undertake detailed accounting work where appropriate.

Please send career and personal details including current remuneration quoting Ref CA 347 to Carrie Andrews at Ernst & Young Corporate Resources, 21 Conduit Street, London W1R 5TB.

ERNST & YOUNG

PCL

COMPUTER SYSTEMS, TRAINING AND MAINTENANCE

Division Accountant

Heathrow

c. £25K + car+benefits

Established for 10 years, Planning Consultancy Ltd is one of the leading national computer resellers in the UK today. With a turnover in excess of £50m and employing 300 staff, PCL supplies integrated computer solutions to the corporate marketplace based on personal computers and networks. PCL has demonstrated a long history of innovation within the industry, complimented by a commitment to quality that positions it for continued growth in the nineties.

To meet the challenges of the Company's new divisional expansion and continued dramatic sales growth, we are looking to recruit two newly qualified Accountants to assume staff and operational responsibility for the Financial and Management Accounts Departments.

The positions would best be suited to Accountants who have recently qualified in the profession and now wish to enhance their career in a commercial environment, or individuals with experience in a distribution/reselling industry.

To apply, please send your Curriculum Vitae to:



Jerry Gorrod
Planning Consultancy Ltd
Heathrow Summit Centre
Skyport Drive
Harmondsworth
West Drayton
Middlesex UB7 0LJ
NO AGENCIES

PLANNING CONSULTANCY LIMITED

A new dimension in Telecommunications

MANAGEMENT ACCOUNTANCY MANAGER

c. £30K + benefits

BRT is uniquely positioned to capture a significant share of the deregulated voice and datacomms market. Already the UK's largest private telecoms company, our 17,000 km network links 60,000 extensions through 236 exchanges across the whole of Britain. With managerial and technical expertise in place, an impressive customer base already established with our parent company, and substantial private investment in prospect, the future promises great growth and development - for us and for our people.

We now need an ambitious and open minded professional management accountant to institute the costing and tariffing section of a bespoke finance team. Reporting to the Finance Director, you will be expected to play a significant part in the commercial birth of the company, through financial forecasts and strategic advice and guidance on pricing policies.

As a qualified accountant with up-to-date skills, you will have had senior level experience of a telecoms organisation, particularly in the field of costing and tariffs.

Together with competitive salaries, we offer excellent benefits, including a contributory pension scheme, private health insurance, free rail travel for you and your dependents and substantial travel concessions on Continental Railways.

If you have the experience and expertise to make a real contribution in our business, please write, enclosing your CV and stating reference number BRT/66, to Malcolm Ramage, Director, Human Resources, BR Telecommunications Limited, 137 Aldergate Street, London, EC1A 4JA.

BRT

BRT is an equal opportunities employer

GROUP FINANCIAL CONTROLLER FD DESIGNATED

£33,000
+ CAR
+ BENEFITS

We are a West End based group of companies established for over 25 years. We have a blue chip client base and we operate in the area of communications and publicity.

Working closely with the Group Development Director and reporting to the board, this role will encompass the following broad areas of responsibilities:

- ▲ Full control of running the accounts department.
- ▲ Development and preparation of detailed management information systems and reports for operational purposes.
- ▲ Responsibility for further computerisation of accounting systems and contributions to the development of operational systems in general.
- ▲ Liaison with the group's bankers and auditors.

It is expected that the individual will play a key role in the management and direction of the group and contribute to the long term future growth.

The successful candidate will be appointed company secretary of all group companies initially, and a board appointment would be expected within 12 months.

Please write in complete confidence enclosing a full CV to



Chairman and Managing Director
Broadway Communications Group (Holdings) Ltd
21-22 Warwick Street
London W1R 5BB

MAJOR CITY LAW FIRM
£30,000 - £32,000

**TURNER
KENNETH
BROWN
SOLICITORS**

We are looking for a qualified accountant to join our Finance team as Chief Accountant. This position reports to the Deputy Director of Finance and has eight staff reporting to it.

Previous legal experience would be preferable but is by no means essential. We are looking for good technical skills, experience in staff supervision and above all, commitment to the job and to the firm.

Turner Kenneth Brown are a firm of international lawyers, based in the City with 61 Partners. In addition to a competitive salary, fringe benefits include PPP, a STL, life assurance and PHL.

If you are looking to join an enthusiastic professional Finance team, please write with a full CV to Colin Kerr, Director of Finance, Turner Kenneth Brown, 100 Fetter Lane, London EC4A 1DD or phone for an application form on 071-242 5006.

**Appointments
Advertising**

Appears every Friday (in the International Edition)
Wednesday, Thursday (in the UK Edition)
For further information, in North America

please call:
JoAnn Gredell
on
212 752 4500
or write to her at
14 East 60th Street
New York, NY 10022

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

Head of Audit

A career path that spans the world

Venezuela £40k
+ Large Company Expatriate benefits

A career path that spans the world is the best way towards achieving senior financial management status - which is what British American Tobacco is offering to a highly accomplished, Spanish-speaking professional.

As Head of Audit in Caracas, Venezuela, we offer an initial 3 years' posting to one of our very largest overseas companies. Leading a 10-strong team that is multinational in composition and dedicated in character, you will experience the unique business culture and qualities that have seen our yearly worldwide turnover exceed £3 billion. Reporting to the Financial Director, your results will be rewarded by a series of international postings, leading to a senior line management position.

A top-flight fully-qualified accountant, ideally CA/CPA, you will have experience of working for a large company, preferably overseas. Aged 40 or under, you will need to understand more than just the financial implications of your daily decisions: we're looking for the personal qualities that mark you as a truly international manager - excellent social skills, a belief in building the team spirit and the utmost resilience. Fluent Spanish is essential for this role.

In return, we offer a real commitment to your career, with a path that will take you to the top in international line management - together with an attractive salary and an excellent expatriate benefits package.

To make the move, please contact our advisor, Hamish Davidson, for an informal and confidential discussion, on 071-939 6312. Alternatively, write or fax your full CV and salary details to him (quoting reference H/1168/FT) to Executive Selection Division, Price Waterhouse Management Consultants, Milton Gate, 1 Moor Lane, London EC2Y 9PB. Fax: 071-638 1358.



A member of the B.A.T. Industries plc Group

Financial Controller

Healthcare c£32k

The Bourn-Hallam Group is a world leader in the provision of infertility treatment, specialising in in-vitro fertilisation. The Group comprises two clinics, Hallam Medical Centre in Harley Street, London and Bourn Hall Clinic near Cambridge. We have an exciting opportunity for a dynamic qualified Accountant to join us as Financial Controller, reporting to the Managing Director. Based primarily in London the job will encompass both the day-to-day management of the accounting functions at Hallam Medical Centre as well as the financial control and reporting of all Group activities, for which occasional commuting to Bourn Hall will be necessary.

In addition to their accountancy qualifications candidates should have sound commercial experience and possess the ability to lead a small team running the day-to-day accounting function as well as devising financial and budgetary strategies for future development of the business. Outstanding interpersonal skills are essential as extensive liaison with the multi-national parent company will be necessary in addition to the establishment of excellent working relationships with staff at both units.

The salary will be negotiable depending on previous experience and qualifications and in addition we offer a full range of benefits, including BUPA and non-contributory pension.

To apply please send a cv to:
The Personnel Manager,
Bourn-Hallam Group,
Bourn Hall Clinic,
Bourn, Cambridge CB3 7TR.



RETAIL AUDIT MANAGER

Salary c£30k + Substantial Benefits

Our client is one of the leading retailers in the UK. Their market share is significant within their specific product area, with approximately 1000 retail outlets and exciting plans for the future.

Integral to their continued success is the appointment of a Retail Audit Manager, whose main responsibility is to ensure that the Company stocktaking and audit procedures are performed both effectively and efficiently.

This new senior position is one of total autonomy and reports directly to the Finance Director, controlling a team of 40 auditors and stocktakers. The position could be based in either Walsall, Garden City or Liverpool and requires preferably a degree or professional qualification, with sound commercial experience in retail audit for at least 5 years.

The successful candidate should have an excellent man-management background, be in their 30's with an outgoing personality and high energy level. The ability to work under pressure in a proactive role is absolutely essential.

Closing date for applications 8 August 1991.

To apply, please write with Curriculum Vitae including current salary to:
Jane-Marie Corver - Director, Talisman Retail, Dorian House,
14-16 Regent Street, London SW1Y 4PH. Tel No: 071 925 0848.



TALISMAN
A MEMBER OF THE TALISMAN GROUP OF COMPANIES
SPECIALISTS IN RECRUITMENT

Retail

MANAGEMENT ACCOUNTANT

LONDON E15 c£30,000 p.a.

Tubular Edgington Group Plc requires a commercially-minded Accountant.

We are a diverse Group in the exhibition contracting industry and a minimum 2-3 years experience of contract costing and financial control is essential for this position. The successful candidate will be qualified (CIMA, ICAEW or CACA) and will report directly to the Group Financial Controller.

The position offers an attractive remuneration package which includes company car, contributory pension and share option participation.

Please write with a comprehensive CV to:
Douglas Parkhill, Group Financial Controller,
Tubular Edgington Group Plc,
30 Marshgate Lane, London E15 0AB

AES

TECHNICAL AND EXECUTIVE CONSULTANTS
30 New Street, Worcester WR1 2DP Tel: (0905) 23444 Fax: (0905) 23393

EUROPEAN GROUP FINANCIAL CONTROLLER

Our client is a well known company with an outstanding reputation internationally, for customer service and quality. Manufacturing a broad range of components, the company services the UK and European heavy truck, military and lift truck markets from three independent companies within the UK with a turnover in excess of £10 million.

Reporting to the head of European operations, the successful candidate will be responsible for managing corporate reporting and consolidation, management accounting and analysis, treasury/corporate finance activities and statutory/execution requirements.

You will be 30 to 40 years old, fully qualified, ACMA/ACA with a related degree and a minimum of 5 years post qualification experience in manufacturing industry. You will be a flexible self-starter, a team player, and have knowledge of dealing with continental European customers and suppliers.

A competitive package, including bonus opportunity, will be offered to the successful candidate.

Write in confidence to Colin Smith at the address above.

GROUP CASHIER

NORTH LONDON

Growing merger and acquisition group requires a capable, experienced, innovative, computer literate person for management of the Group's cash resources and borrowings on a day-to-day basis, securing optimum deployment of the Group's funds and borrowing facilities, preparing daily rolling cash forecasts, arranging direct bank transfers, documentation and control of Bills of Exchange and Letters of Credit, all aspects of effecting movements of funds and of obligations to banks and other financial institutions.

Secondary function will be general financial accounting work.

Non-smoker - Excellent salary

CV please to The Company Secretary, Orbis, PO Box 180 London N2 9DW

NORTHERN EUROPE FINANCIAL CONTROLLER

c£30k + Bonus + Car

SDRC are a leading international supplier of software and engineering consultancy services in the high-tech field of Mechanical Computer Aided Engineering (MCAE), used by major automotive, aerospace and industrial manufacturers for the design, analysis and testing of sophisticated mechanical products.

We are now looking for an accountant to take control of UK and Northern Europe accountancy operations at our European Headquarters. You will be responsible for all UK financial accounting procedures and controls, systems development, and further enhancements of the DEC based management information and accounting system. There will also be additional responsibility for the accounting activities of our subsidiaries in Sweden and the Netherlands which will involve some travel.

This demanding role represents an excellent opportunity for a young energetic qualified ACMA/ACA with strong analytical skills to gain invaluable management experience and make a significant hands-on contribution within this successful and fast-growing company.

Please apply in writing to Keith Heal at SDRC, Gunnels Wood House, Gunnels Wood Road, Stevenage, Herts SG1 2NW. Tel: (0438) 740088 Fax: (0438) 745454.

SDRC

FINANCIAL/ MANAGEMENT ACCOUNTANT

West London

The British subsidiary of a French group which is one of Europe's leading transport companies, provides a complete range of transport services from five UK offices employing some 60 people.

Working closely with the MD and supervising the day-to-day operations of the Accounts Department, your responsibilities will include the preparation of monthly management reports and half-yearly and yearly

accounts for auditing, and budget preparation, monitoring and forecasting.

A qualified accountant, you must have at least three years' experience as a Financial Accountant or Controller in an industrial or commercial company.

Please send a full cv to F. Philibert, Ref: A/3275/FT, PA Consulting Group, 78 Boulevard du 11 Novembre, 69626 Villeurbanne, Cedex. Tel: 33 78 93 90 63.

PA Consulting Group
Creating Business Advantage

Executive Recruitment - Human Resource Consultancy - Advertising and Communications

DIRECTOR OF FINANCE & RESOURCES

c£32,000

For an N.H.S. Provider Unit (North West Kent)

Are you a qualified (CIPFA, ACCA CIMA) Finance Director with a minimum of 5 years experience? Are you enthusiastic and energetic with NHS or related experience? or have you comparable commercial senior level experience handling cash flows, external finances, IT etc? Yes? We have an exciting opportunity to lead the Financial Function in a Priority Care Unit with a budget of £24 million, planning for 2nd wave self governing status in April 1992.

Interested? Please send your C.V. to:
The Unit Personnel Department,
Stone House Hospital, Cotton Lane, Dartford, Kent DA2 6AU
no later than Thursday 8th August.
Tel: 0322 227211 ext 300.

FINANCE CONTROLLER

International Consumer Personal Care Products Company

To £45K + Bonus + Car & Excellent Benefits - Thames Valley

Our client, a successful British plc with a turnover of £150 million, has operations throughout Europe, the Far East and Australia that market a quality range of branded products. The position reports to the Group Finance Director and provides the usual financial input for a plc of this size together with having genuine scope to make a significant contribution to the commercial and strategic direction of the business.

Candidates aged early 30's should be qualified ICMA or ICA and ideally be

graduates. A minimum of five years' experience in a variety of roles within a consumer orientated business or alternatively audit with extensive commercial involvement is essential. You should be able to demonstrate a successful track record to date and be outgoing, flexible and pragmatic. Career opportunities within the group are excellent.

Send a full CV, quoting ref: 390, to T.L. Roberts, Director, Associates in Advertising, 5 St John's Lane, London EC1M 4BH.

Associates in Advertising

Top Opportunities

appears every Wednesday

For advertising information call:

Elizabeth Arthur

071-873 3694

Stephanie Spratt

071-873 4027

CAREER CHOICE 1991

Whether you need one graduate or a hundred you will be after the best prospects, and your best prospect for reaching them is by advertising in the Financial Times Career Choice Guide. The chances of you attracting the best candidates this year are not better simply because there will be more graduates chasing less jobs.

The fact is, the best prepared prospects will still choose the jobs and companies they want, rather than the other way round.

"Career Choice" - the F.T.'s guide for final year undergraduates, is an important part of the preparation. Over 100,000 copies of the guide (one for every final year student) will be distributed on Campus in October. It is also in the F.T. on October 17th so that parents can also ensure it reaches the right audience.

For synopsis and rate card call:
Richard Jones on 071-873 3460 or fax 071-873 3065

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER